

CITY COUNCIL AGENDA

City Council Meeting
Tuesday, September 24, 2019
Tom Davies Square - Council Chamber

MAYOR BRIAN BIGGER, CHAIR

*REVISED

4:30 p.m. CLOSED SESSION, COMMITTEE ROOM C-12

6:00 p.m. OPEN SESSION, COUNCIL CHAMBER

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ROLL CALL

Resolution to move to Closed Session to deal with one (1) Personal Matters (Identifiable Individual(s)) regarding a performance review in accordance with the *Municipal Act, 2001, s. 239(2)(b)*.
(RESOLUTION PREPARED)

RECESS

MOMENT OF SILENT REFLECTION

ROLL CALL

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

MATTERS ARISING FROM THE CLOSED SESSION

Deputy Mayor Sizer will rise and report on any matters discussed during the Closed Session. Council will then consider any resolution emanating from the Closed Session.

MATTERS ARISING FROM THE PLANNING COMMITTEE

September 9, 2019

Council will consider, by way of one resolution, resolutions PL2019-108 to PL2019-110 and PL2019-112 to PL2019-113, all of which are found at <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1320&lang=en>. Any questions regarding the resolutions should be directed to Councillor Cormier, Chair, Planning Committee.

(RESOLUTION PREPARED)

PRESENTATIONS

CAO Performance - Quarterly Report
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Ed Archer, Chief Administrative Officer

(This presentation provides a quarterly update on the Chief Administrative Officer's performance.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated September 11, 2019 from the Chief Administrative Officer regarding Core Service Review Phase 1. **14 - 152**
(RESOLUTION PREPARED)
(This report is in response to direction from Council to undertake an enterprise-wide review of services and service levels.)
- R-2. Report dated September 5, 2019 from the General Manager of Growth and Infrastructure regarding Sudbury District Zoning Order. **153 - 157**
(RESOLUTION PREPARED)
(The Ministry of Municipal Affairs and Housing has requested comments on a proposal to revoke the Sudbury District Zoning Order which controls the use of lands and sets specific requirements for new development in unincorporated Townships adjacent to the City of Greater Sudbury. This report provides an analysis of the potential implications for the City of Greater Sudbury.)
- R-3. Report dated September 9, 2019 from the General Manager of Corporate Services regarding Municipal Capital Facility Designation - Sudbury Winter Tennis Club. **158 - 161**
(RESOLUTION PREPARED)
(This report deals with the Sudbury Winter Tennis Club designation as a municipal capital facility.)
- R-4. Report dated September 11, 2019 from the Integrity Commissioner regarding Code of Conduct Report. **162 - 167**
(RESOLUTION PREPARED)
(This is a report from the City's Integrity Commissioner regarding code of conduct complaints against Councillor Robert Kirwan.)

REFERRED & DEFERRED MATTERS

- R-5. Report dated September 11, 2019 from the General Manager of Corporate Services regarding GSU Shareholder Declaration Recommendation. **168 - 194**
(RESOLUTION PREPARED)
(This report supplements the report entitled "GSU Shareholder Declaration Recommendation" from the General Manager of Corporate Services presented to City Council on June 25, 2019.)

BY-LAWS

Draft by-laws are available for viewing a week prior to the meeting on the City's website at: <https://agendasonline.greatersudbury.ca>. Approved by-laws are publically posted with the meeting agenda on the day after passage.

The following By-Laws will be read and passed:

- 2019-152 A By-law of the City of Greater Sudbury to Confirm the Proceedings of Council at its Meeting of September 24th, 2019

- 2019-153 A By-law of the City of Greater Sudbury to Amend By-law 2014-1 being a By-law of the City of Greater Sudbury Governing Procurement Policies and Procedures
- (This by-law implements housekeeping changes to correct minor typographical errors, lists the Greater Sudbury Housing Corporation for the application of the by-law and adds content to align with the trade agreements and Construction Act, R.S.O. 1990 c. C.30.)
- 2019-154 A By-law of the City of Greater Sudbury to Amend By-law 2016-16F being a By-law of the City of Greater Sudbury Respecting the Payment of Expenses for Members of Council and Municipal Employees of the City of Greater Sudbury
- City Council Resolution #CC2019-228
- (This by-law updates the by-law with respect to reimbursement of expenses for alcohol as a business hospitality expense.)
- 2019-155 A By-law of the City of Greater Sudbury to Close Part of the Unopened Lane South of Vermillion Lake Road in Chelmsford, Described as Part of PIN 73367-0378(LT), being Part 1 on Plan 53R-21211
- Planning Committee Resolution #PL2019-10
- (This by-law closes an unopened laneway to make the lands available for sale.)
- 2019-156 A By-law of the City of Greater Sudbury to Authorize the Sale of Part of the Closed Lane South of Vermillion Lake Road in Chelmsford, Described as Part of PIN 73367-0378(LT), being Part 1 on Plan 53R-21211, to Roger Brosseau and Linda Brosseau
- Planning Committee Resolution #PL2019-65
- (This by-law authorizes the sale of part of a closed lane allowance to an abutting land owner and delegates authority to sign all documents necessary to effect the sale.)
- 2019-157Z A By-law of the City of Greater Sudbury to Amend By-law 2010-100Z Being the Comprehensive Zoning By-law for the City of Greater Sudbury
- Planning Committee Resolution #PL2019-59
- (This by-law rezones a portion of the subject lands to “RS”, Rural Shoreline in order to facilitate a lot boundary re-alignment between two abutting rural properties - Gayl Lalande, Red Deer Lake Road North, Wahnapiatae.)
- 2019-158 A By-law of the City of Greater Sudbury to Delegate Certain Authority to the Chief Administrative Office Regarding the Lease between the City of Greater Sudbury as Landlord and the Place des Arts as Tenant, of Property on Larch Street, Sudbury
- Refer to CC2019-277
- (This by-law authorizes the CAO to provide the City’s consent to Place des Arts du Grand Sudbury mortgaging its lease from the City of vacant land on Larch Street to provide security for a loan by the Caisse Populaire Voyageurs Inc. to Place des Arts to assist with the construction costs of the new multi-use facility

being constructed on the leased land.)

MEMBERS' MOTIONS

M-1. Roads Construction And Maintenance Review

As presented by Councillor Signoretti:

WHEREAS rate payers in the City of Greater Sudbury expect maximum benefit from the spending of their tax dollars on road infrastructure;

AND WHEREAS the City of Greater Sudbury wishes to earn rate payers' confidence in its delivery of quality road construction and maintenance standards and designs;

AND WHEREAS the City of Greater Sudbury Council wishes to conduct a review of the City's policies, procedures, standards, design specifications, and inspections as they apply to road construction, reconstruction and maintenance;

THEREFORE BE IT RESOLVED that a Working Group comprised of two Members of Council (to include Councillor Mark Signoretti and perhaps the Chair of the Operations Committee) together with key senior management and infrastructure department staff be established right away;

AND BE IT FURTHER RESOLVED THAT the Working Group be directed to prepare a report describing terms of reference that identifies service level expectations, assesses current legislation, corporate policies and best practices in relation to current road maintenance practices, all in contemplation of a business case to conduct the work as part of the 2020 budget;

AND BE IT FURTHER RESOLVED that the business case to be presented for Council's consideration during the 2020 budget deliberations include the option to engage the services of external experts to conduct the review, in consultation with the Working Group.

M-2. Downtown Sudbury Board of Management By-Law Amendment

As presented by Councillor Leduc:

WHEREAS, pursuant to the Municipal Act, 2001, municipalities can designate business improvement areas with a mandate that includes oversight of the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally and the promotion of the area as a business or shopping area;

AND WHEREAS the Downtown Sudbury Board of Management, which was established by By-law 77-76 Being a By-law of the Corporation of the City of Sudbury to Establish a Board of Management for the Improvement Area for the Central Business District of the City of Sudbury, has supported appeals before the Local Planning Appeal Tribunal with regard to the Kingsway Entertainment District project and is a party to litigation against the City of Greater Sudbury;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs that staff present a by-law to amend By-law 77-76, as amended, to prohibit the Board of Management from commencing, maintaining, funding or continuing litigation of any

sort against the City of Greater Sudbury and that such prohibition also restrict the Board of Management from commencing, maintaining, funding or continuing any proceedings before the the Local Planning Appeal Tribunal or any other administrative tribunal appointed from time to time to deal with land use matters.

M-3. Request For Review Of Municipal Road 80 And Notre-Dame Avenue In Hanmer

As presented by Councillor Lapierre:

WHEREAS the Valley East area has grown significantly over the years, and as such, traffic flows and volumes have increased proportionately;

AND WHEREAS residents have concerns with accessing and crossing Municipal Road 80 due to the high traffic volumes;

AND WHEREAS several collisions have occurred at the intersection of Municipal Road 80 and Notre-Dame Avenue in Hanmer;

AND WHEREAS Notre Dame Avenue from Dominion Drive to Oscar Street has been approved to be rehabilitated in 2020 and is currently in the detailed design process;

THEREFORE BE IT RESOLVED that the City of Greater Sudbury directs staff to conduct a review of the Municipal Road 80 corridor from Desmarais Road to Notre Dame Avenue and the Notre Dame Avenue corridor from Municipal Road 80 to Côté Boulevard, to determine the form of traffic control that would be appropriate at each intersection, as well as complete a safety review of the intersections of Notre Dame Avenue at Municipal Road 80 and Notre Dame Avenue at Côté Boulevard and integrate identified improvements into the road rehabilitation project, and bring forward a report to the Operations Committee for information in the second quarter of 2020 with results of the review.

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

CONSEIL MUNICIPAL ORDRE DU JOUR

Réunion du Conseil municipal
24 septembre 2019
Place Tom Davies - Salle du Conseil

MAYOR BRIAN BIGGER, PRÉSIDENT(E)

*REVISER

16 h 30 SÉANCE A HUIS CLOS, SALLE DE RÉUNION C-12

18 h SÉANCE PUBLIQUE, SALLE DU CONSEIL

Les réunions du Conseil de la Ville du Grand Sudbury et de ses comités sont accessibles et sont diffusés publiquement en ligne et à la télévision en temps réel et elles sont enregistrées pour que le public puisse les regarder sur le site Web de la Ville à l'adresse <https://agendasonline.greatersudbury.ca>.

Sachez que si vous faites une présentation, si vous prenez la parole ou si vous vous présentez sur les lieux d'une réunion pendant qu'elle a lieu, vous, vos commentaires ou votre présentation pourriez être enregistrés et diffusés.

En présentant des renseignements, y compris des renseignements imprimés ou électroniques, au Conseil municipal ou à un de ses comités, vous indiquez que vous avez obtenu le consentement des personnes dont les renseignements personnels sont inclus aux renseignements à communiquer au public

Vos renseignements sont recueillis aux fins de prise de décisions éclairées et de transparence du Conseil municipal en vertu de diverses lois municipales et divers règlements municipaux, et conformément à la *Loi de 2001 sur les municipalités*, à la *Loi sur l'aménagement du territoire*, à la *Loi sur l'accès à l'information municipale et la protection de la vie privée* et au *Règlement de procédure* de la Ville du Grand Sudbury.

Pour obtenir plus de renseignements au sujet de l'accessibilité, de la consignation de vos renseignements personnels ou de la diffusion en continu en direct, veuillez communiquer avec le Bureau de la greffière municipale en composant le 3-1-1 ou en envoyant un courriel à l'adresse clerks@grandsudbury.ca.

APPEL NOMINAL

Résolution de séance à huis clos pour délibérer sur une (1) question personnelle (personne(s) identifiable(s)) concernant un examen du rendement conformément à la *Loi de 2001 sur les municipalités*, art. 239(2)(b).

(RÉSOLUTION PRÉPARÉE)

SUSPENSION DE LA SÉANCE

MOMENT DE SILENCE

APPEL NOMINAL

DÉCLARATION D'INTÉRÊTS PÉCUNIAIRES ET LEUR NATURE GÉNÉRALES

QUESTIONS DÉCOULANT DE LA SÉANCE À HUIS CLOS

Maire adjoint Sizer rapportera toutes questions traitée pendant la séance à huis clos. Le Conseil examinera ensuite les résolutions.

QUESTIONS DÉCOULANT DE LA RÉUNION DU COMITÉ DE LA PLANIFICATION

9 septembre, 2019

Le Conseil municipal étudiera, par voie d'une résolution, les résolutions PL2019-108 à PL2019-110 et PL2019-112 à PL2019-113, qui se trouve à <http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&id=1320&lang=en>. Toute question concernant ces résolutions devrait être adressée au Conseiller Cormier, président du Comité de la planification.
(RÉSOLUTION PRÉPARÉE)

PRÉSENTATIONS

Rendement de l'administrateur en chef – rapport trimestriel
(PRÉSENTATION ÉLECTRONIQUE) (A TITRE D'INFORMATION)

- Ed Archer, Administrateur en chef

(Cette présentation donne un compte rendu trimestriel sur le rendement de l'administrateur en chef.)

Ordre du jour régulier

RAPPORTS DES GESTIONNAIRES

R-1. Rapport Administrateur en chef, daté du 11 septembre 2019 portant sur Phase 1 de l'examen des services de base.

(RÉSOLUTION PRÉPARÉE)

(Ce rapport est en réponse à la directive du Conseil municipal l'examen global des services et de niveaux de service.)

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- R-2. Rapport directeur général, Croissance et Infrastructure , daté du 05 septembre 2019 portant sur Ordonnance de zonage pour le district de Sudbury. **153 - 157**
(RÉSOLUTION PRÉPARÉE)
 (Le ministère des Affaires municipales et du Logement a demandé des commentaires sur une proposition de révoquer l'ordonnance de zonage pour le district de Sudbury qui régit l'utilisation des terres et qui établit des exigences particulières en matière de nouvel aménagement dans les cantons non constitués en municipalité qui sont adjacents à la Ville du Grand Sudbury. Ce rapport donne une analyse des implications possibles pour la Ville du Grand Sudbury.)
- R-3. Rapport du Directeur général des Services corporatifs, daté du 09 septembre 2019 portant sur Désignation comme installations d'immobilisations municipales - Sudbury Winter Tennis Club. **158 - 161**
(RÉSOLUTION PRÉPARÉE)
 (Ce rapport port sur la désignation du Sudbury Winter Tennis Club comme installations d'immobilisations municipales.)
- R-4. Rapport daté du 11 septembre 2019 portant sur Rapport sur le code de conduite. **162 - 167**
(RÉSOLUTION PRÉPARÉE)
 (Il s'agit d'un rapport du commissaire à l'intégrité de la ville concernant des plaintes quant au code de conduite contre le conseiller municipal Robert Kirwan.)

QUESTION RAPPORTÉES ET QUESTIONS RENVOYÉES

- R-5. Rapport Directeur général des Services corporatifs, daté du 11 septembre 2019 portant sur Recommandation de déclaration de l'actionnaire des GSU. **168 - 194**
(RÉSOLUTION PRÉPARÉE)
 (Ce rapport supplémente le rapport intitulé « GSU Shareholder Declaration Recommendation » (Recommandation de déclaration de l'actionnaire des GSU).)

RÈGLEMENTS

Les membres du public peuvent consulter les projets de règlement municipal une semaine avant la réunion sur le site Web de la Ville à l'adresse <https://agendasonline.greatersudbury.ca>. Les règlements municipaux approuvés sont affichés publiquement avec l'ordre du jour de la réunion le lendemain de leur adoption.

Les règlements suivants seront lus et adoptés :

- 2019-152 Règlement de la Ville du Grand Sudbury pour confirmer les délibérations du Conseil municipal lors de ss réuion tenue le 24 septembre, 2019
- 2019-153 Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2014-1 étant un règlement de la Ville du Grand Sudbury régissant les politiques et les procédures en matière d'approvisionnements
- (Ce règlement municipal met en œuvre des modifications d'ordre administratif pour corriger des erreurs typographiques mineures, indiquer la Société de

logement du Grand Sudbury pour l'application du règlement municipal et ajouter au contenu pour l'harmoniser avec les ententes commerciales et la Loi sur la construction, L.R.O. 1990 chap. C.30.)

- 2019-154 Règlement de la Ville du Grand Sudbury modifiant le règlement 2016-16F étant le règlement de la Ville du Grand Sudbury concernant le paiement des frais des membres du Conseil municipal et des employés municipaux de la Ville du Grand Sudbury

Résolution no CC2019-228 du Conseil municipal

(Ce règlement municipal met à jour le règlement municipal concernant le paiement des frais d'alcool comme frais de réception pour affaires.)

- 2019-155 Règlement de la Ville du Grand Sudbury fermant une partie d'une voie non ouverte au sud du chemin Vermillion Lake, à Chelmsford, décrite comme une partie de la parcelle no 73367-0378(LT), étant la partie 1 du plan 53R-21211

Résolution du Comité de planification numéro PL2019-10

(Ce règlement municipal ferme des ruelles non ouvertes pour rendre ces terres vendables.)

- 2019-156 Règlement de la Ville du Grand Sudbury autorisant la vente d'une partie d'une voie fermée au sud du chemin Vermillion Lake à Chelmsford, décrite comme une partie de la parcelle no 73367-0378(LT), étant la partie 1 du plan 53R-21211 à Roger Brosseau et Linda Brosseau

Résolution no PL2019-65 du Comité de planification

(Ce règlement municipal autorise la vente d'une partie d'une voie fermée aux propriétaires du terrain attenant et délègue l'autorité de signer tous les documents nécessaires à cette vente.)

- 2019-157Z Règlement de la Ville du Grand Sudbury modifiant le règlement municipal 2010-100Z étant le règlement général de zonage de la Ville du Grand Sudbury

Résolution du Comité de planification numéro PL2019-59

(Ce règlement municipal rezone une partie des terres en question « RS », zone rurale riveraine, afin de faciliter le réaligement des limites de lot entre deux propriétés rurales attenantes - Gayl Lalande, chemin Red Deer Lake Nord, à Wahnapiatae.)

- 2019-158 Règlement de la Ville du Grand Sudbury déléguant une certaine autorité à l'administrateur en chef concernant la location à bail entre la Ville du Grand Sudbury, à titre de propriétaire, et la Place des arts, à titre de locataire, d'une propriété située sur la rue Larch à Sudbury

Consulter le CC2019-277

(Ce règlement municipal autorise l'administrateur en chef à donner le consentement de la Ville à la Place des arts quant à une hypothèque sur bien-fonds cédé à bail de la Ville relativement à une terre vacante située sur la rue Larch pour garantir un prêt de la Caisse populaire Voyageurs Inc. à la Place des arts pour aider à payer les coûts de construction d'un nouveau centre polyvalent que l'on construit sur le bien-fonds cédé à bail.)

MOTIONS DES MEMBRES

M-1. Examen des travaux de construction d'entretien des routes

Motion présentée par le conseiller Signoretti:

ATTENDU QUE les contribuables dans la Ville du Grand Sudbury s'attendent à un avantage maximum lorsqu'elle dépense leur impôt foncier sur l'infrastructure routière;

ATTENDU QUE la Ville du Grand Sudbury désire mériter la confiance des contribuables dans le cadre de sa prestation de normes et de conceptions en matière de travaux de construction et d'entretien routiers de qualité;

ATTENDU QUE le Conseil municipal de la Ville du Grand Sudbury désire mener un examen des politiques, des procédures, des normes, des caractéristiques techniques de conception et des inspections la Ville par rapport aux travaux de construction, de reconstruction et d'entretien routiers;

PAR CONSÉQUENT, IL EST RÉSOLU QU'UN groupe de travail composé de deux membres du Conseil municipal (devant inclure le conseiller Mark Signoretti et peut-être le président du Comité des opérations) ainsi que des membres clés de la direction et du personnel du service d'infrastructure soit créé immédiatement;

ET QU'ON demande au groupe de travail de rédiger un rapport décrivant le mandat qui cerne les attentes en matière de niveaux de service et évalue les lois actuelles, les politiques de sociétés et les pratiques exemplaires par rapport aux pratiques actuelles en matière d'entretien des routes, le tout prévoyant un dossier d'analyse pour exécuter les travaux dans le cadre du budget de 2020;

ET QUE le dossier d'analyse soit soumis à la considération du Conseil municipal pendant les délibérations relatives au budget de 2020, notamment l'option d'engager des experts externes pour mener l'examen, en consultation avec le groupe de travail.

M-2. Règlement municipaux sur le Conseil de gestion du Secteur d'aménagement commercial du centre-ville de Sudbury

Motion présentée par le conseiller Leduc:

ATTENDU QUE, conformément à la Loi de 2001 sur les municipalités, les municipalités peuvent désigner des secteurs d'aménagement commercial ayant un mandat qui comprend la surveillance de l'amélioration, de l'embellissement et de l'entretien des terres, des bâtiments et des ouvrages qui appartiennent à la municipalité dans le secteur visé à part ce qui est prévu aux frais de la municipalité en général et la promotion du secteur en tant que secteur des affaires ou de magasinage;

ATTENDU QUE la Conseil de gestion du Secteur d'aménagement commercial du centre-ville de Sudbury, qui a été créé par le règlement municipal 77-76, étant un règlement de la Corporation de la Ville de Sudbury créant un conseil de gestion du Secteur d'aménagement commercial du centre-ville de la Ville de Sudbury, a appuyé des appels devant le Tribunal d'appel de l'aménagement local en ce qui a trait au projet du District de divertissements du Kingsway et qu'il est partie au litige contre la Ville du Grand Sudbury;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel de présenter un projet de règlement municipal modifiant le règlement 77-76 modifié, d'interdire au Conseil de gestion d'entreprendre, d'entretenir, de financer ou de continuer un litige de quelque sorte que ce soit contre la Ville du Grand Sudbury et qu'une telle interdiction empêche aussi le Conseil de gestion d'entreprendre, d'entretenir, de financer ou de continuer toute poursuite devant le Tribunal d'appel de l'aménagement local.

M-3.

Motion présentée par le conseiller municipal Lapierre:

ATTENDU QUE le secteur de Valley East a connu une importante croissance au fil des ans et que, par conséquent, les courants et les débits de circulation se sont accrus de façon proportionnelle;

ATTENDU QUE ses résidents ont des préoccupations quant à l'accès à la route municipale 80 et à sa traversée à cause des hauts débits de circulation;

ATTENDU QUE plusieurs collisions sont survenues à l'intersection de la route municipale 80 et de l'avenue Notre-Dame, à Hanmer;

ATTENDU QUE la remise en état en 2020 de l'avenue Notre-Dame, de la promenade Dominion à la rue Oscar, a été approuvée et qu'elle en est rendue actuellement à la conception détaillée;

PAR CONSÉQUENT, IL EST RÉSOLU QUE la Ville du Grand Sudbury demande au personnel d'effectuer un examen du corridor de la route municipale 80, du chemin Desmarais à l'avenue Notre Dame, et du corridor de l'avenue Notre Dame, de la route municipale 80 au boulevard Côté, pour déterminer la forme de contrôle de la circulation qui conviendrait à chaque intersection, de même qu'un examen de la sécurité de l'intersection de l'avenue Notre Dame et de la route municipale 80, et de celle de l'avenue Notre Dame et du boulevard Côté, et d'intégrer les améliorations cernées au projet de remise en état de la route, et de présenter un rapport au Comité des opérations à titre de renseignement au cours du deuxième trimestre de 2020 avec les résultats de l'examen.

ADDENDA

PÉTITIONS CIVIQUES

PÉRIODE DE QUESTIONS

LEVÉE DE LA SÉANCE

Request for Decision

Core Service Review Phase 1

Presented To:	City Council
Presented:	Tuesday, Sep 24, 2019
Report Date	Wednesday, Sep 11, 2019
Type:	Managers' Reports

Resolution

THAT the City of Greater Sudbury delegates the Chief Administrative Officer authority to execute a contract in a form acceptable to the Director of Legal Services with the highest scoring proponent of Request for Proposals Contract CPS19-194, Consulting Services - Core Services Review (CSR) that includes the following services as the subjects of the in-depth review described in the Terms of Reference:

a)Arenas b) Parks c) Recreation Programming d) Assets and Facilities Management e) Roads Operations and Maintenance f) Community Grants (including grants provided by Economic Development) g) Long Term Care

AND THAT funding for the work described in Motion #1 be provided by the Tax Rate Stabilization Reserve in contemplation of reimbursement from the Province of Ontario's Audit and Accountability Fund, as outlined in the report entitled "Core Service Review Phase 1" from the Chief Administrative Officer, presented at City Council on September 24, 2019.

Signed By

Report Prepared By

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 11, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Sep 11, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 11, 19

Relationship to the Strategic Plan / Health Impact Assessment

This report responds directly to Action 4.1 of Council's 2019-2027 Strategic Plan, "Review Key Core Services and Service Levels". This action is part of Council's "Economic Capacity and Investment Readiness" objective. This reflects Council's desire to "prepare the ground" for economic growth across the community.

Report Summary

In the second quarter of 2019 Council directed staff to undertake a two-part core services review. This report reflects completion of the first part, which provides information about the corporation's services, service levels and performance. It recommends some services for inclusion in the second part of the core services review. If approved, these services will be the subject in-depth analysis by a third party that would include:

a) development of detailed sub-service profiles b) assessing services and service levels in the context of public interest and public policy considerations c) ranking services for potential reductions and/or discontinuation d) a community engagement strategy e) identifying service, policy, human resource and financial impacts of potential service changes (including budget adjustments) that would generate cost savings and efficiencies in 2020 and beyond

The second part of the core services review would also assess the City of Greater Sudbury's enterprise systems and make recommendations that will lead to systems that are sufficiently, appropriately integrated and that support routine time, attendance and staff activity reporting.

Financial Implications

The anticipated cost of this work is estimated to be approximately \$250,000. Funding of up to \$300,000 is available from the province's Audit and Accountability Fund, subject to confirmation that the work schedule meets the fund's requirements. Staff believe the work schedule will comply with the fund's requirements and are awaiting further communication from the province regarding this detail. Recommended Motion #2 calls for funding to be provided by the Tax Rate Stabilization Reserve and replenished by funding from the Audit and Accountability Fund.

BACKGROUND

In the second quarter, Council approved Motion CC2019-156 which directed staff to undertake an enterprise-wide review of services and service levels. The review would involve two parts. The first part is the subject of this report and involves the compilation of service descriptions for each service the municipality provides. The second part, subject to Council's review of the service descriptions, involves undertaking detailed reviews of selected services to assess the potential for change. The objective is to identify cost savings or efficiency opportunities.

Factors influencing this direction included:

- A perception that municipal services provide low value for money, combined with a view that taxation levels should not increase. If service improvements required higher funding levels, the review could identify how the corporation could reallocate available resources to provide the required funding.
- Greater Sudbury's property taxes remain below the provincial average. Council expressed an interest in exploring the potential for changing the municipality's services as a way of sustaining current taxation levels.
- Recognition that years of underinvestment in asset maintenance and renewal are catching up to us in the form of increased emergency repair requirements, service interruptions and dissatisfaction with service levels.
- Consistent annual deficits produced as a consequence of service demands – typically in response to weather events that drive higher maintenance costs, especially in winter – that require more resources than were included in the annual budget.

Staff are aware of leading practices and recognize the asset renewal requirements our services need. In addition to Council's requests for staff's advice, peers in other communities also consult staff for advice about policy or service delivery choices. We have a number of staff who, through their participation on industry or provincial advisory committees, demonstrate significant thought leadership. Putting some of those ideas into practice in most municipalities is deemed unaffordable in an environment where there is a desire to keep taxes low and sustain all of the services that have been traditionally provided.

For the past two years staff have been working on changing administrative routines and increasing the use of standard systems and information to inform choices about service delivery. The focus has been on describing how services and service levels drive costs, demonstrating how strategic and long range plans influence our budget recommendations and acknowledging our accountability for service performance through the use of benchmarking data and key performance indicators. Conceptually, staff's approach reflects the continuous management cycle (see Appendix A).

Council expressed a desire for a review that would allow it to examine the corporation's costs and consider the services and service levels it provides. In the short term, this creates an opportunity for an informed debate about changes in what type of services are provided, when services are provided, how much gets provided and how to maintain sustainable funding plans. Over a longer planning horizon, the review provides valuable insights that advance the state of the corporation's work planning, budgeting and performance measurement processes.

ANALYSIS

Method

Staff adapted a version of the Municipal Reference Model (MRM) to classify services. Devised initially by municipal IT staff from across Ontario, the MRM has evolved over the past decade to represent the best available system for defining municipal services. It is a typical basis for municipal enterprise-wide service reviews.

Staff prepared a template (a “Service Profile”) to describe each municipal service based on the MRM. The initial version was developed by members of the corporation’s Enterprise Performance Planning working group. The Enterprise Performance Planning Group is a collection of self-selected staff, led by the Chief Administrative Officer, with a mandate to advance the state of the corporation’s planning, accountability and performance reporting frameworks. Rob Blackwell, a member of the Enterprise Performance Planning working group, provided overall coordination with assistance from Finance.

Directors then reviewed the templates to include specific details, such as planned and actual service levels. These were defined as:

Service Level – the expected volume and quality of work as defined by legislation, by-law or traditional practice. This is what the corporation is legislatively required to provide or that Council directed the corporation to provide. Where there hasn’t been explicit direction, service levels reflect staff’s understanding of what residents have come to expect from the municipality.

Activity Level – the actual volume and quality of work typically provided, based on performance data or counts of actual work output. It may differ from the service level for various reasons. Typically, differences exist when volumes of work vary from planned levels or resource levels do not match those required to meet the service level.

Much of this information can be found in the annual budget, which has evolved over the last three years to reflect staff’s understanding of the connection between service levels and their costs. Staff also relied on a work planning application developed within the last three years, as part of the budget process, that helps Directors assign resources to anticipated workloads. This exercise helped refine workload estimates and clarify where gaps may exist between expected service levels and actual activity levels.

Nevertheless, this information and our systems to help manage it continue to evolve as our experience grows. There continues to be significant judgment required to analyze and consistently present information about all of the municipality’s services.

Through a series of meetings, staff compiled the service profile information in Appendix B. Currently, there are **58** “Services” that include over 150 “Sub-services”. For each service, in addition to service level and activity level details, there is also information describing the scope of the work, background details about why the municipality provides the service, a net cost estimate and performance indicators. Sub-services, where they are described, break down a service into component parts that help further illustrate the corporation’s outputs and results.

Insights

Work to date included classifying services into two categories. Services were organized according to the following:

1. Legislated/Regulated/Mandated – Services where there are prescribed senior government requirements for delivering the service that define the municipality's responsibility, influence how work processes are designed and/or define the outputs that should be produced.
2. Traditional – Services where there is a long history of the municipality providing the service and the service is generally available in other municipalities. While it is generally delivered in a consistent way among communities, the amount or quality of the service may differ according to local choices.

Legislated/Regulated/Mandated Services

Of the municipality's 58 services, **11** are legislated/regulated/mandated. An example of this is "Building Permits/Approvals", where the provincial/federal government directs the municipality to provide the service, includes requirements for processing cycle times, and indicates the type of output to be produced (i.e. a building and/or demolition permit).

The total annual cost of legislated services is approximately \$132 million. Changes to these services are possible, but may be less substantial than changes in traditional services. Changes may also require, or be dependent on, provincial/federal government changes.

Generally, the service profile information provided in this report shows the corporation is largely meeting the demand for legislated/regulated/mandated services. It is also clear that activity levels fully utilize the corporation's available capacity and there are some specific examples, such as Fire Inspections, where the service demand exceeds the corporation's resource capacity.

Activity levels reflect typical performance results based on available benchmarking data. MBNCanada comparisons are available for nine (9) of the 11 services in this category. Legislated/Regulated/Mandated services include the following:

Service Name	Workload Comparison	Benchmarking Comparison	Page Reference
POA Court	Exceeds capacity	Above median performance	B-16
Taxation	Near capacity	Below median performance	B-19
Housing Registry	Near capacity	Above median performance	B-58
Housing Programs	Near capacity	Below median performance	B-56
Ontario Works	Near capacity	Above median performance	B-83
Children Services	Near capacity	Median performance	B-71

Cemetery Services	Near capacity	N/A	B-69
Building Permits/Approvals	Exceeds capacity	Below median performance	B-114
Building Inspections	Exceeds capacity	Below median performance	B-112
Fire Safety and Prevention	Near capacity	N/A	B-51
Paramedic Medical Care and Transportation	Near capacity	Above Median Performance	B-53

Traditional Services

Of the municipality's 58 services, **47** are traditional. Council has full discretion to change these services with appropriate regard for contracts with our employee unions, suppliers and/or other stakeholders. Generally, the service profile information in this report shows the corporation has a mixed record regarding its ability to meet traditional service expectations. Two examples illustrate this conclusion.

The first example is "Parks". The majority of municipalities in Ontario deliver this service. Our benchmarking data shows that Greater Sudbury's Parks operations are more efficient than the group median for both maintained and natural parkland. In 2014, Council approved a Parks, Open Space and Leisure Master Plan that included a standard of providing 4.0 hectares of active (maintained) parkland per 1,000 residents.

The MBNCanada average is 3.4 hectares per 1,000 residents. So, Greater Sudbury's service level for Parks is higher than its municipal peers. However, we are currently delivering service above the Council-approved standard. Our actual activity level currently provides 7.3 hectares of active parkland per 1,000 residents, which includes:

- 177 km of non-motorized trails
- 190 playgrounds
- 166 play fields (baseball and soccer fields)
- 56 outdoor rinks

The second example is "Roads Operations and Maintenance". This is also a common service among municipalities in Ontario. The service level described here reflects both Council-approved policies as well as provincial regulations. There are a variety of specific activities within this service, all designed to ensure the operation and maintenance of 3,600 km of roadways, 440 km of sidewalks and 458 km of storm drainage piping.

Our benchmarking data shows Greater Sudbury's performance reflects typical levels of efficiency among municipalities, with results at the MBNCanada median. Service levels, however, are generally lower than the MBNCanada median and also do not meet local expectations. Resource constraints prevent all of the anticipated service levels to be fully met.

While the service profiles in Appendix B provide details, the following table summarizes performance information for the corporation's traditional services. The comparisons noted here provide two insights:

- Workload Comparison: this assesses whether the activity level exceeds, is near or is below the expected service level – generally, services that exceed capacity are not sustainable. Eventually service quality, access or reliability will decline unless some change occurs. Services that are near capacity meet current service level expectations and can be sustained in the current operating environment. None of Greater Sudbury's services are below capacity.
- Benchmarking Comparison: this assesses whether the service performance is above, below or at the median performance level of peer municipalities. This is derived from a review of the latest available MBNCanada information.

Service Name	Workload Comparison	Benchmarking Comparison	Page Reference
Information Technology	Exceeds capacity	Median performance	B-12
Communications and Engagement	Exceeds capacity	N/A	B-7
Manage Service Requests and Inquiries	Near capacity	N/A	B-5
Clerks and Council Support	Near capacity	Below median performance	B-17
Legal Services	Exceeds capacity	Above median performance	B-14
Security, By-law and Parking	Near capacity	Above median performance	B-42
Human Resources & Labour Relations	Exceeds capacity	Median performance	B-27
Compensation & Benefits	Near capacity	Median performance	B-29
Organizational Development, Safety, Wellness & Rehab	Near capacity	Median performance	B-31
Accounting, Purchasing, Payroll	Exceeds capacity	Median performance	B-21
Financial Planning and Budgeting Support Services	Exceeds capacity	Below median performance	B-24
Assets and Facilities Management	Exceeds capacity	Below median performance	B-35
Real Estate	Near capacity	Above median performance	B-33
Fleet Services	Exceeds capacity	Below median performance	B-38
Housing Operations	Near capacity	N/A	B-85
Emergency Shelters and Homelessness	Near capacity	Above median performance	B-81

Libraries	Exceeds capacity	Below median performance	B-76
Arenas	Exceeds capacity	Above median performance	B-63
Parks	Exceeds capacity	Above median performance	B-65
Recreation Programming	Near capacity	Median performance	B-67
*Transit	Below capacity	Below median performance	B-60
Engineering Project Delivery	Exceeds capacity	N/A	B-95
Engineering Design	Exceeds capacity	N/A	B-93
Construction Services	Near capacity	N/A	B-97
Infrastructure Capital Planning	Near capacity	N/A	B-99
Transportation and Innovation	Exceeds capacity	Below median performance	B-102
Roads Operations & Maintenance	Exceeds capacity	Below median performance	B-88
Distribution & Collection Operations & Maintenance	Near capacity	Below median performance	B-91
Solid Waste	Near capacity	Below median performance	B-121
Water Treatment	Near capacity	Below median performance	B-116
Wastewater Treatment	Near capacity	Below median performance	B-118
Community & Strategic Planning	Near capacity	Above Median performance	B-104
Development Approvals	Exceeds capacity	Above median performance	B-108
Environmental Planning	Near capacity	N/A	B-106
Plans Examination	Exceeds capacity	Above median performance	B-110
Fire Emergency Response	Near capacity	Below median performance	B-49
Emergency Management & Public Safety	Near capacity	N/A	B-47
Audit & Oversight	Near capacity	N/A	B-124
Economic Development	Exceeds capacity	N/A	B-9
Animal Control & Shelters	Near capacity	Above median performance	B-40
Energy Initiatives	Near capacity	Median performance	B-37
Long Term Care	Exceeds capacity	Above median performance	B-78
Citizen Services	Near capacity	N/A	B-75
Museums	Exceeds capacity	N/A	B-73
Community Grants	Near capacity	Below median performance	B-66

Crossing Guards	Near capacity	N/A	B-62
Community Paramedics	Exceeds capacity	N/A	B-45

*Prior to recent Transit Action Plan

The total annual cost of traditional services is approximately \$95 million. Generally, Council has full discretion to change these services with appropriate regard for contracts with our employee unions, suppliers and/or other stakeholders. It is important to note that some of the assessments described here reflect staff's best judgment since there hasn't been formal, explicit directions to establish clear service level requirements.

Potential for Change

Subject to Council's consideration of this report, it will select some services for detailed review by a third party. The review will identify specific changes for consideration. Staff will provide whatever support is required for this review.

It is important to note that staff regularly identify and implement a variety of changes to the municipality's services. Typically, these changes increase efficiency so that service outputs can continue to be delivered as expected. Or, they introduce quality improvements that reduce the risk of asset failure or service interruptions. These are choices effective managers make to run the business and ensure the corporation makes the best available use of the resources under its control.

Such choices produce important, typically incremental, service improvements. They may produce "breakthrough" changes, but where a change involves a significant financial implication or a material change in service level, staff seek Council's direction. Appendix C identifies the services that have recently been, or are currently, under review.

For example, customer service improvements across the corporation required an investment in new Customer Relationship Management software. This one-time investment creates the potential for sustained, better service over several periods, so Council's approval of the necessary funds in the annual budget was required for that work to proceed. Similarly, staff are aware of approaches we can take to make some of our services more efficient, but doing so could have a negative influence on another aspect of service delivery that Council believes is also important. In those examples, Council's direction is needed before the change occurs.

Criteria for Selecting Services for Further Review

Staff considered several factors when developing the recommendations in this report. The Executive Leadership Team screened the service profiles to identify candidates for further review using the following filters:

- a) **Cost** – annual net cost of the service should exceed \$500,000
- b) **Risk** – services would be good candidates for further review if they exposed the corporation to unfavorable financial risk
- c) **Reviews complete or underway** – services would be considered to be lower priority if they were reviewed within the last two years and following a strategy/master plan, or are currently under review
- d) **Service performance** – services would be good candidates for further review if there was a significant difference between service level expectations and activity level

Based on ELT's assessment, the following services were identified as suitable candidates for further review by a third party in the next phase of this work:

- Arenas
- Parks
- Recreation Programming
- Assets and Facilities Management
- Community Grants (including grants provided by Economic Development)
- Roads Operations and Maintenance
- Long Term Care

ELT also identified several services that could also be reviewed, but their relatively smaller net cost and/or the straightforward nature of the anticipated review made them less suitable as candidates for review by a third party:

- Audit and Oversight
- Energy Initiatives
- Museums
- Crossing Guards

As part of the 2020 budget development process, ELT anticipates reviewing the potential for changing these services to ensure Council's budget directions are reflected in the recommended budget.

System Evaluations and Plans

Like most municipalities, Greater Sudbury's systems were designed over several years and typically reflect choices that offer limited insights into organization performance. It is worth noting that many of the municipality's systems represent the combination of services that were merged at amalgamation. Such combinations may have been completed without a thorough review or consideration as to whether they still "make sense" in an amalgamated city.

Significant manual effort by staff is needed to produce key performance indicators and develop trend information that could inform strategies and policy choices. Performance information like the details in Appendix B, to support judgments about whether service efforts were producing desired community outcomes, were not part of systems design when the corporation's enterprise systems were installed.

The Executive Leadership Team believes the corporation has reached a level of proficiency with its use of process performance data that it is appropriate to assess the work required to make the data automatically available for use. As part of this project's next steps, staff anticipate including work that would evaluate current information systems and identify plans that would enable the production of real-time activity and performance information, including staff time, activity and attendance reporting.

NEXT STEPS

Staff previously advised Council that, late in the second quarter, the province introduced an “Audit and Accountability Fund” municipalities could use to pay for a third party to complete the type of work described in this report. In anticipation of Council’s consideration of this report, staff submitted a proposal for funding of up to \$300,000 from the Audit and Accountability Fund. The province accepted this proposal.

When it announced the fund, it included an expectation that a final report would be available by November 30. Staff indicated this timing was impractical and requested a deadline that would enable a fulsome analysis to be completed. The province indicated other municipalities made a similar request and while it has not confirmed a revised completion date, it signaled its intention to do so.

Staff issued a Request for Proposals that closes September 18. Subject to Council’s consideration of this report, staff anticipate reviewing the proposals received and making a selection that provides the best fit with the corporation’s requirements. As described in the recommended motion, staff anticipate the Tax Rate Stabilization Reserve will provide funding for this work. The province’s Audit and Accountability funding would then replenish the reserve.

Subject to Council’s choices regarding the services to be selected for further, detailed review, next steps include:

- Engaging a third party to begin the detailed service review
- Stakeholder consultation, including both staff and the general public
- Research and analysis into the potential for service changes, in accordance with Council’s direction
- System evaluations to define an approach for producing real-time activity and performance information, including staff time, activity and attendance reporting

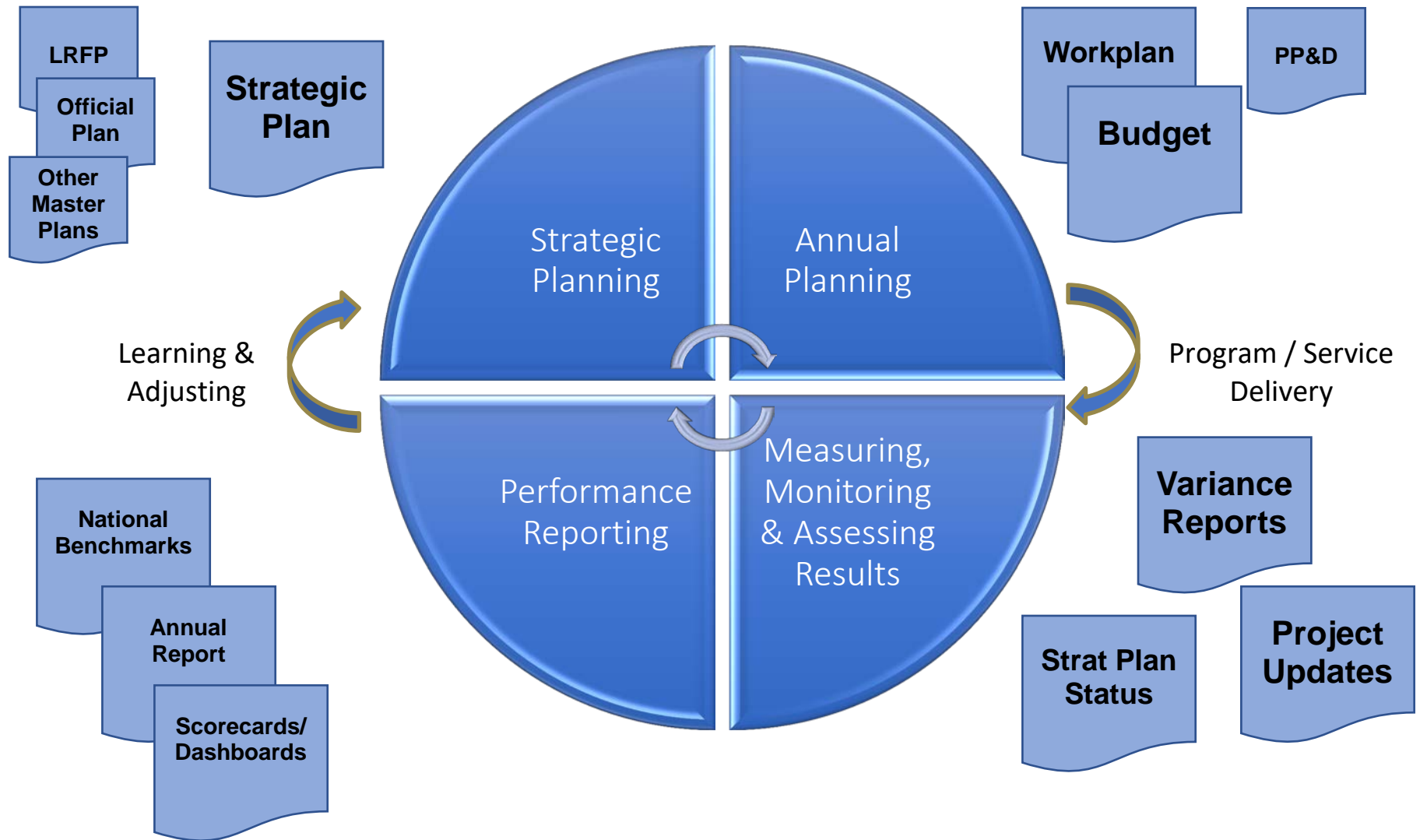
Updates on the progress of this work will be provided to Council each month until the work is complete. A final report to Council is expected in the first quarter of 2020.

REFERENCES

[Report](#) to Finance and Administration Committee July 9, 2019

[City Council](#), Member’s Motions, May 7, 2019

Appendix A: The Continuous Management Cycle





Core Service Review

2019 Service Profiles

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Service Profile Definitions

An Enterprise Program is a group of Services that addresses one of the primary purposes of local government.

A Service delivers an output (product) that meets the needs of a client or target group.

A Sub-service exists where a Service can be categorized as having different outputs, clients, or both.

Service Category describes the reason that the service exists. Is the service legislated/mandated or regulated, is it a service that is traditionally delivered by municipalities?

Service Overview provides a description of the service and describes sub-services that contribute to the service.

Service Value is a statement reflecting the value proposition and the value added by the service.

Service Category Overview provides a rationale for the service category (i.e. why is this service considered legislated/mandated/regulated?).

Performance Measures provide benchmarking and performance measurements associated with the service. MBNCan measures have been used where possible.

Service Level is the expected volume and quality of work as defined by legislation, by-law or traditional practice. This is what the corporation is legislatively required to provide or that Council directed the corporation to provide. Where there hasn't been explicit direction, service levels reflect staff's understanding of what residents have come to expect from the municipality. This section describes what the service is "built" or resourced to do. Based on the resources (inputs) allocated, how much output should be expected?

Activity Level is the actual volume and quality of work typically provided, based on performance data or counts of actual work output. It may differ from the service level for various reasons. Typically, differences exist when volumes of work vary from planned levels or resource levels do not match those required to meet the service level.

Considerations and Assumptions

How to read the service profiles

Focus on the service levels and activity levels for each service

- The service level will describe, in the absence of prescribed or mandated service levels, what the service is “built” or resourced to do. Based on the resources (inputs) allocated, how much output should be expected.
- The activity level reflects the outputs that were achieved.
- Further analysis could occur where service level and activity level are not sufficiently aligned

The service overview section will provide a summary of the “sub-services” within a service. Sub-services could be the focus of further analysis.

CAO's Office

Organizational Unit	CAO's Office
Enterprise Program	Corporate
Service	Manage Service Requests and Inquiries
Service Category	Traditional

Service Overview

- 311 is the main point of contact for residents to access information about municipal services, reach a City employee or department, or submit a service request. 311 accepts inquiries by phone or by email, and provides 24/7 after-hours service for public works emergencies through a third-party contractor.
- This team also operates front-counter services at the Tom Davies Square Citizen Service Centre, analyzes call trends to support performance monitoring, leads the City's use of Customer Relationship Management (CRM) system, and leads organizational customer service strategies for the organization.

Service Value

- Delivers customer service to callers each day, using judgment, discretion and organizational knowledge to resolve, escalate or respond directly to inquiries.
- 311 resolves inquiries at the first point of contact whenever possible.
- Customer Service trains, supports, guides and advises City staff across the organization to achieve customer service excellence goals, and build trust between the City and residents and stakeholders.

Service Category Overview

It is good, standard practice to provide in person, accessible customer service to residents for municipal services. 311 not only provides customer service to citizens, but also supports operating departments by resolving inquiries for them. This allows other staff to focus on resolution of more complex issues that require attention from specialized staff.

Budget		Staffing	
Operating Cost	1,186,534	Full time	13
Internal Recoveries	77,637	Part time hrs	3,007
Total Cost	1,264,171	Overtime	175
Revenue	-		
Net Levy	1,264,171		

Performance Measures

- Wait time: 80% of calls answered in 20 seconds or less
- First call resolution rate: 70% of inquiries resolved without referring the call to other staff
- Average call handling time (including after-call work): 3.5 minutes
- Average email handling time: 7.5 minutes
- Average in-person handling time: 8 minutes

Service Level

Manage Service Requests and Inquiries – Ensure courteous, timely resolution of service requests, inquiries and related transactions **that anticipates:**

- 200,000 phone calls will be answered with an average work effort of 3.5 minutes per call
- Calls will be answered within 20 seconds, 80% of the time
- Inquiries will be resolved at the first point of contact 70% of the time
- 5,000 email inquiries will be answered within one business day with an average work effort of 7.5 minutes per email
- 30,000 in-person transactions will be completed with an average transaction time of 8 minutes

Activity Level

- 200,000 phone calls received with an average work effort of 3.5 minutes, answered within 20 seconds 70% of the time, and resolved at the first point of contact 71% of the time.
- 9,700 email inquiries, with an average response time of 0.5 days
- 33,000 in-person transactions with an average transaction time of 8 minutes

Organizational Unit	CAO's Office
Enterprise Program	Corporate
Service	Communications and Engagement
Service Category	Traditional

Service Overview

- Leads emergency and crisis communications.
- Accountability for CGS online presence.
- Provides creative and design solutions to support communication, marketing and advocacy activities.
- Provides technical, advisory and strategic support related to communications and community engagement, including as the City liaison to 15 Community Action Networks.
- Provides advice and support to staff in the provision of French Language Services, and leads stakeholder relationships with francophone community.

Service Value

- Plans and executes strategic and day-to-day communications and engagement activities, building understanding of the City, its people, programs, services and policies. Communications and engagement supports operating departments in ensuring their customers are informed and engaged to build trust between the City and its residents and stakeholders.

Service Category Overview

It is good, standard practice for municipalities to have a centralized communications and engagement function to ensure timely, consistent information is provided to residents on service levels, service level changes and projects. Communications supports staff as they carry out services and projects by informing and engaging the public on their activities and service levels.

Budget		Staffing	
Operating Cost	1,406,284	Full time	10
Internal Recoveries	71,398	Part time hrs	518
Total Cost	1,477,682	Overtime	173
Revenue	(28,000)		
Net Levy	1,449,682		

Performance Measures

- City website pageviews: over 4 million per year
- Number of visits on Over to You community engagement portal: over 25,000 visits per year
- Number of followers on Facebook: over 15,000
- Number of followers on Twitter: over 10,000

Service Level

- **Graphic Design:** Respond to 520 service requests
- **Public Communications:** Prepare 325 Public Service Announcements and news releases and complete online engagement campaigns for 25 projects

- **Media Relations:** Respond to 650 media inquiries with an average processing time of 2 hours per inquiry
- **Content Management:** Maintain the corporation's website and social media accounts, including:
 - 1,700 pages on the corporation's website so that updates are posted within 24 hours
 - 3 social media accounts (Facebook, Twitter and Instagram)

Activity Level

- **Graphic Design** – Closed 585 service requests
- **Public Communications** – Prepared 350 public service announcements and news releases; completed online engagement campaigns for 30 projects
- **Media Relations:** Respond to 650 media inquiries with an average processing time of 2 hours per inquiry
- **Content Management** – maintained 1,740 pages on the corporation's website, with updates posted within 24 hours; maintained 3 social media accounts

Organizational Unit	CAO's Office
Enterprise Program	Economic Development
Service	Economic Development
Service Category	Traditional

Service Overview

- The Investment & Business Development section is focused on growing the local economy. Carries out activities related to investment attraction, business expansion, development facilitation, export development, small business/entrepreneurship start-up support (delivered by the Regional Business Centre), immigration support, and workforce development.
- The Tourism & Culture section supports and promotes Greater Sudbury through product development guidance, media visits, group tour stakeholders, major event support and attraction, marketing, promotions and partnerships. Supports the local arts & culture sector including film industry.
- Overall, the Economic Development team administers a number of grant programs (Community Economic Development, Arts & Culture, Tourism Event Support, Starter Company, Summer Company).

Service Value

- Attract investment and assist with business expansion; increase employment; grow the city's economy and assessment base; attract, host and coordinate international delegations.
- Increase visitation and hotel stays; increase city's profile in external markets; increase capacity and sustainability of cultural sector as important contributor to vibrancy/quality of life.
- Provide analysis and due diligence for grant programs and investment opportunities.

Service Category Overview

Municipalities have traditionally engaged in economic development in one form or another for the purposes of growing the assessment base and therefore increasing non-residential property tax revenue.

Budget		Staffing	
Operating Cost	5,710,583	Full time	19
Internal Recoveries	268,259	Part time hrs	4,634
Total Cost	5,978,842	Overtime	250
Revenue	(905,026)		
Net Levy	5,073,816		

Performance Measures

- # of new business starts
- # of Business Visits completed
- CED Funds invested/leveraged (\$ value)
- Unemployment rate; # of ppl employed; employment participation rate
- # of participants at outreach activities (seminars, events and workshops)
- Arts, Heritage & Festival Grants Only per Capita
- Culture Operating Cost for Arts, Heritage & Festival Grants Only per Capita

- Culture Total Cost including Grants per Capita
- # of Film productions, filming days and spending locally
- Hotel Occupancy Rates
- # events supported, out of town visitation and economic impact
- Total Person Visits and Average spending per person per overnight visit
- Total value of paid, owned and earned media

Service Level

- Conduct 400-450 business visits per year.
- Support process for 220 business registrations and 60 business start-ups per year.
- Administer grants in excess of \$1.75 million through Community Economic Development (CED) Fund, Arts & Culture, Tourism Event Support and Regional Business Centre grant programs.
- Provide 105 seminars, events and workshops per year.
- Support 1,500 client inquiries/interactions per year.
- Produce 250 social media posts per year.
- Host 10-18 international delegations, media visits/familiarization tours per year.
- Support 70 community and corporate events with planning, promotion and financial contributions
- Produce two printed seasonal visitor guides per year.
- Support 10-12 film productions per year. Coordinated activities of Special Events Internal Team (SEIT).

Activity Level

- Conduct 200 business visits.
- Supported 221 business registrations.
- Conducted due diligence and administered grants totaling \$1.87 million (CED, Arts & Culture, Tourism Event Support).
- Provided 120 seminars and 1 major event with 400+ attendees at Prospectors & Developers Association of Canada (PDAC) conference.
- Facilitated 3 major development opportunities.
- Hosted 9 int'l delegations.
- Submitted 5 significant funding proposals for entrepreneurship, immigration and mining supply initiatives to senior government – secured \$5,558,000 in government assistance.
- Conducted due diligence for 3 Large Projects.
- Supported 15 film productions with 580 filming days.
- Assisted 77 events including 59 community events and 18 corporate or tourism-related events that brought in an estimated 116,515 participants.
- Hosted 9 media fam tours.
- Attended 6 major conferences (Prospectors & Developers Association of Canada, Economic Developers Association of Canada, Ontario Motor Coach Association, Travel Media Association of Canada, Northern Ontario Tourism Summit, Canada Sport Tourism Alliance)
- Hosted major events including TELUS Cup, CanSPEP (conference planners association), Ontario Prof. Planners Institute.

Notes/Comments/Assumptions

Corporate Services

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Information Technology
Service Category	Traditional

Service Overview

Delivers comprehensive information and technology (IT) services in support of the City's strategic plan and guided by the council endorsed technology vision of providing "Great services powered by technology and data, where and when you want them", for the organization and the community.

The Information and technology services is made up of the following sub-services:

- Digital Services Delivery
 - Application Services
 - Technology Infrastructure & Security Services
 - End-User Support Services
 - Data / GIS Services (this service is in development)
- (See the attached definition of each of these sub-services)

Service Value

Delivery of IT services supports efficient and effective delivery of CGS programs and services, protects organization and citizen information and provides electronic access to government for citizens.

Service Category Overview

Services are traditionally provided by municipal staff, some specialized tasks or time limited project work is contracted out.

Budget		Staffing	
Operating Cost	6,718,786	Full time	34
Internal Recoveries	(6,555,447)	Part time hrs	1,827
Total Cost	163,339	Overtime	600
Revenue	(163,339)		
Net Levy	-		

Performance Measures

Performance Measures by IT Management Sub-Service:

- * Digital Service Delivery measures:
 - technology projects/programs meet defined milestones within +/-10%
- * Application Services measures:
 - City Services accessible on line increase better than MBN Canada average
- * Technology Infrastructure & Security Services measures:
 - 99.9% uptime of critical applications

- 1 annual security report
- * End-User Support Services measures:
 - Average time to resolve requests better than MBN Canada average
- General Performance measures:
 - IT Devices per supported FTE; 1.13 in 2017, MBN Canada avg. was 1.05
 - Total cost of IT per supported FTE; \$3,332 in 2017, MBN Canada avg. was \$4,690

Service Level

Services are categorized as Run or Grow/Transform the Business.

Run the Business: includes provisioning standard IT services for users and reliably maintaining systems with 21.5 FTE that support:

- 230 business applications maintained @ 99.9% up-time;
- Operate helpdesk support function 14,400 calls with an average closure rate of 6 hours.

Grow/Transform the Business includes: technology initiatives approved on the IT Strategic Plan:

- 20 active initiatives on average as per the IT Strategic Plan, including 6 large enterprise projects meeting defined milestones +/- 10% of the time; consuming 9.5 FTE
- 10,500 hrs supporting partnerships with business units on technology innovation/improvements

Activity Level

Run the Business:

- 3000 users
- 1000 service requests per month
- Approximately 6000 devices maintained

Grow/Transform the Business:

- 20 active initiatives at any time on the IT Plan
- 120 new technology innovation ideas investigated per year

Notes/Comments/Assumptions

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Legal Services
Service Category	Traditional

Service Overview

Provides services/advice to assist Council and organizational units of the City to ensure compliance of the City's business operations and program areas with complex and varied statutory and regulatory frameworks. Services are also provided to a number of local boards and related corporations.

- Advocates the City's position and interests in litigation matters before courts and administrative tribunals. Includes oversight of external lawyers retained on complex/specialized litigation matters.
- Conducts prosecution and appeals for Provincial Offences Act matters.
- Completes real estate transactions, registration of subdivisions and other interests in land including title searching for the entire organization.
- Drafts and advises on agreements of all types and other legal documentation as may be required to support the organization.
- Provides advice and assistance in the identification and management of risk and liability.

Service Value

Legal Services facilitates the ability of the City to advance its policy goals and deliver its services and programs. Services facilitate good governance and delivery of services to residents/citizens.

Service Category Overview

Portions of the services are mandated (Provincial Offences Act prosecutions), while others are considered essential, but could be delivered using alternative models (contracting out).

Budget		Staffing	
Operating Cost	1,928,492	Full time	12
Internal Recoveries	(88,730)	Part time hrs	1,096
Total Cost	1,839,762	Overtime	-
Revenue	(188,179)		
Net Levy	1,651,583		

Performance Measures

In-house legal operating cost per \$1,000 municipal & capital expenditures \$2.23 vs. median of \$2.54. In-house legal operating cost per in-house lawyer hour \$158.56 vs. median of \$156.35 and avg of \$162.99. External legal cost per total municipal legal cost \$.52 vs. avg of \$.23. The City of Greater Sudbury compares favourably to other benchmarked municipalities with the exception of external legal cost per total municipal legal cost which has been high in recent years as a function of the numerous substantive litigation matters being conducted. The external legal costs incurred further includes amounts incurred in HR and Police Services.

Service Level
<ul style="list-style-type: none"> • 7,060 lawyer hours available to provide varied range of legal services as summarized in Service Overview. • 3,196 paralegal hours available to conduct prosecutions and appeals for all disputed charges within timeframes in the POA and in accordance with court schedules
Activity Level
<ul style="list-style-type: none"> • Approximately 8,180 lawyer hours of legal services provided internally. • Approximately 5,000 charges disposed of in Provincial Offences Court (not including Part 2 Parking Offences). • Approximately 150 real estate purchases and sales, 4 to 6 subdivision registrations and hundreds of other land use development agreements and registrations. • Thousands of title searches to support the activities of City (for ex. construction, fire, by-law enforcement, real estate). • Hundreds of agreements and other legal documentation drafted, revised and reviewed to support all organizational units of the City. • Preparation of approximately 220 by-laws.
Notes/Comments/Assumptions

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Provincial Offences Court
Service Category	Legislated/Regulated/Mandated

Service Overview

Operation of the Provincial Offences Court pursuant to the Provincial Offences Act, including receipt and processing of charges, coordination and staff support for court time, and administration of collection processes for outstanding or defaulted fines.

Service Value

Service contributes to open governance and good governance, provides direct services to clients in support of customer service excellence.

Service Category Overview

Responsibility for the operation of the Provincial Offences Court in accordance with the Provincial Offences Act arises under a transfer agreement entered into with the Province.

Budget		Staffing	
Operating Cost	1,165,917	Full time	8
Internal Recoveries	148,782	Part time hrs	609
Total Cost	1,314,699	Overtime	-
Revenue	(2,470,000)		
Net Levy	(1,155,301)		

Performance Measures

The City of Greater Sudbury compares favourably to other peer municipalities benchmarking with MBNC. Total cost of POA services per charges filed \$40.38 vs. median of \$98.95. Defaulted collection rate 57.15% vs median 48.65%.

Service Level

- 7980 hours for clerical processes including but not limited to interactions with clients, receipt and processing of payments, court scheduling and data input.
- 3192 hours for processes related to collection of defaulted fines.
- 1596 hours for services as court reporter and preparation of transcripts of proceedings, as required, within timeframes as per the POA and in accordance with the court schedule.

Activity Level

- Processing of approximately 35,000 Provincial Offences Act charges.
- Provision of clerical court support for approximately 600 hours of Court time.

Notes/Comments/Assumptions

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Clerk's Services & Council Support
Service Category	Traditional

Service Overview

Provides leadership and direction on administrative governance matters to staff and Council members.

- Manages all processes re: Council and Committee agendas and meetings.
- Coordinates and delivers municipal elections and related processes.

Management of municipal records, archives, privacy and access to information requests pursuant to legislation.

- Provides services to the public related to the issuance of marriage licences, burial permits and the solemnization of marriages.
- Administers duties and responsibilities directed to the municipal Clerk under various provincial statutes.
- Provides mail delivery services to municipal facilities throughout the city.

Service Value

Service contributes to open governance and good governance, provides direct services to clients (licences and permits) in support of customer service excellence. Provides internal clients with advice and support to ensure that governance processes are understood and adhered to.

Service Category Overview

With the exception of the community archive, most of the functions performed by the Clerk's Section arise from obligations imposed on municipal clerks by numerous provincial statutes (for example, Municipal Act, 2001, Planning Act, Municipal Elections Act, 1996, Line Fences Act, Marriage Act, Vital Statistics Act, etc...)

Budget		Staffing	
Operating Cost	2,234,384	Full time	13
Internal Recoveries	(434,623)	Part time hrs	1,954
Total Cost	1,799,761	Overtime	210
Revenue	(199,944)		
Net Levy	1,599,817		

Performance Measures

Number of Freedom of Information requests per 100,000 population - 127 vs. median of 33. Direct cost of Freedom of Information program per formal request \$804 vs. median of \$804. Percent of Freedom of Information requests completed within 30 days 87.8% vs. median of 87.1%. Percent of Freedom of Information requests, Extensions and 3rd party notices completed within legislated timelines 99% vs. median of 90.4%. Percentage of agendas published on the Wednesday 2 weeks prior to meetings.

Service Level

- 1000 hours of support and advice on governance and procedure
- 100 sets of minutes and 700 resolutions in accordance with meeting schedules.
- 3600 staff hours dedicated to administrative and clerical support for City Councillors.
- 3600 staff hours conducting daily interoffice mail delivery to City facilities throughout the City.
- 3600 staff hours in support of vital statistics and related permits within legislated timeframes
- Processing and response to freedom of information requests in accordance with legislated timelines (30 days).
- 3600 staff hours curation and making accessible the corporate and community archival collection

Activity Level

- Preparation of agendas and related processes for approximately 100 Council and Committee meetings.
- Meeting support for approximately 160 hours of Council and Committee meeting time.
- Issuance of approximately 700 marriage licenses and 1800 burial permits (vital statistics)
- Receipt and processing of approximately 230 freedom of information requests.
- Administrative and clerical support for 12 members of Council.
- One community archive (Edison Building in Falconbridge), open to the public 38 hours per week.

Notes/Comments/Assumptions

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Taxation
Service Category	Legislated/Regulated/Mandated

Service Overview

Actively maintains property tax accounts.

- Processes elderly tax credits and vacancy rebate applications.
- Ensures all lands and buildings are taxed appropriately and expedites tax collection for these properties.
- Ensures valuation of property assessments are maximized and picked up in a timely fashion by the Municipal Property Assessment Corporation (MPAC).
- Manages the collection efforts including failed tax sale properties.

Service Value

Taxation ensures tax bills are accurate, easy to understand and provided with convenient payment options.

Tax services are delivered in a cost effective manner while meeting legislative and financial requirements for the City.

Service Category Overview

Mandatory to levy taxation and calculate tax ratios in accordance with the Municipal Act and the Assessment Act:

- 307 taxes are to be levied for real property or other assessments made under the Assessment Act
- 308 (4) pass a by-law annually to establish the tax ratios
- 312 (2) pass a by-law levying a separate tax rate, on the assessment in each property class in the municipality
- Bill 140
- Section 356 - Apportionments and consolidations
- Sections 357/358
- Section 359 - increase to taxes
- Additional Statutory requirements: quarterly remittance to school board, Minutes of settlement/ARB
- Bylaw requirement: remittance of BIA levies
- Optional to provide tax deferrals, relief of financial hardship (i.e. seniors, legions, charity, daycare, vacancy), preauthorized payment plan other than set tax payment dates (4 times per year vs monthly vs 1st of month vs 15th of month), tax extension agreements for accounts under tax sale for a period of 24 months.

Budget		Staffing	
Operating Cost	3,154,551	Full time	9
Internal Recoveries	324,087	Part time hrs	-
Total Cost	3,478,638	Overtime	100
Revenue	(1,127,609)		
Net Levy	2,351,029		

Performance Measures

Total number of bills issued.

Total number of adjustments/write offs processed.
Total number of properties lienied.
Total number of rebates processed (legions, daycares, charities, elderly)

Service Level

Maintain approximately 63,000 property tax and PIL accounts to ensure timely and accurate tax revenue is billed.

Activity Level

- Total number of bills issued in 2018: 61,356 final, 27,762 interim and 1,181 supplementary
- Total number of tax sales in 2018: 215 accounts lienied
- Total number of adjustments/write-offs processed in 2018: 27,561
Total number of rebates processed in 2018: 715

Notes/Comments/Assumptions

- Operating cost to maintain property tax accounts per Tax and PIL account maintained/serviced annually (2018: \$17.25, 2017: \$19.82, 2016: \$16.59)
- Percentage of accounts enrolled in a pre-authorized Payment Plan (2018: 47.4%, 2017: 47.2%, 2016: 46.8%)
- Taxes receivable as a percent of current year levy (2018: 2.7%, 2017: 3.0%, 2016: 2.4%)

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Accounting, Purchasing & Payroll
Service Category	Traditional

Service Overview

Accounting:

- Maintains financial records, prepares financial statements (internal and audited) including financial information returns as required by legislation for the City and related parties.
- Administers HST and donations, oversees accounts payable and accounts receivable, collection of Municipal Accommodation Tax.
- Oversees the Greater Sudbury Utilities contract for billing and collection of water wastewater revenues.
- Provides financial auditing ensuring compliance with internal policies.
- Coordinate the MBN Canada data collection process.

Payroll:

- Processes payroll, maintains payroll records and ensures the appropriate payroll remittances are deducted, remitted and reported as required by legislation and collective bargaining agreements for the City and related parties.

Purchasing:

- Coordinates and oversees open corporate procurement processes while ensuring compliance with City Purchasing By-law, applicable trade agreements and other related laws for City and related entities.
- Administers the procurement card program

Service Value

- Accounting, purchasing and payroll services are provided in support of all CGS programs and services to ensure effective deliver of programs and services.
- Accounts Payable processes invoices in a responsible, accurate, timely and efficient manner.
- Accounts Receivable sends out bills in a timely manner, that is easy to understand and accurate with options to apy in simple and convenient ways.
- General Accounting Services ensures:
 - financial statements are prepared in accordance with Public Sector Accounting Standards
- HST remittances are filed in accordance with CRA requirements
- Council and employee reports are published in accordance with by-law requirements.
- Payroll processes payroll information and payments in an accurate and timely manner while compliant with relevant legislation and provided in a cost efficient way.
- Purchasing issue procurement which complies with legislation, supports corporate objectives and municipal service needs; and delivers value in a timely, transparent and cost effective manner.

Service Category Overview

Municipal Act, Treasurer responsibilities:

- s.284 - Itemized statement on remuneration and expenses paid (annually) - General Accounting
- s. 286 (a) - collecting money payable to municipality and issuing receipts - Accounts Receivable
- s. 286 (c') - paying all debts of the municipality and other expenditures authorized by the municipality - Accounts Payable / Payroll
- s.286 (d) - maintaining accurate records and accounts of the financial affairs of the municipality - General Accounting
- s. 294 - provide the Minister with a return containing information designated by the Minister with respect to the financial affairs of the municipality, at the times and in the manner and form designated by the Minister - Financial Information Return - General Accounting
- s. 294 (1) - for each fiscal year, prepare annual financial statements in accordance with generally accepted accounting principles for local governments - General Accounting
- s. 304 - use of collection agency - Accounts Receivable

Municipal Act, municipal powers:

- s. 400.1 - to impose transient accommodation tax - Accounts Receivable

Canada Revenue Agency: HST remittances, payroll remittances, etc.

- Construction Act: prompt payment beginning October 2019

Budget		Staffing	
Operating Cost	5,257,017	Full time	33
Internal Recoveries	(3,640,886)	Part time hrs	3,841
Total Cost	1,616,131	Overtime	800
Revenue	(162,458)		
Net Levy	1,453,673		

Performance Measures

- Percentage of invoices paid within 30 days.

Accounts Receivable:

- Total number of invoices processed.
- Percentage of invoices sent within 30 days of receiving service. Currently unable to track, tracking conversion of billing advice to invoice.

Payroll:

- Total number of payments processed.
- Percentage of accurate payments made on scheduled day.

Purchasing:

- Total number of procurements through centralized purchasing and cycle time to issue the procurement document.

General Accounting:

- Produce FIR in accordance with Ministry of Municipal Affairs timelines.
- Produce remuneration reports.

Service Level

- **Accounts Payable:** 73,000 invoices per year and to pay invoices within 30 days of invoice date.

- **Accounts Receivable:** 13,000 invoices per year within 30 days of service/good being provided, to convert a billing advice to an invoice in 10 business days.
- **Payroll:** Pay 3200 employees on a bi-weekly in an accurate manner.
- **Purchasing:** perform/complete 160 competitive procurement processes with 6000 staffing hours as per the Purchasing By-law with a 80 day average from draft specifications to award authorization
- **General Accounting Services:** To maintain financial records and report with 100% accuracy in accordance with PSAB standards, the Municipal Act filing timelines and Council reporting expectations.

Activity Level

Accounts Payable:

- number of invoices processed in 2018: 84,620
- Percentage of invoices paid within 30 days in 2018: 63.6%

Accounts Receivable:

- number of invoices processed in 2018: 13,713
- Time to process billing into an invoice in 2018: 9 days

Payroll:

- 2018: number of deposits to employees: 83,863
- 2018: percentage of accurate deposits made 98.9%

Purchasing:

- number of procurements in 2018: 148 competitive procurement processes with 5400 staffing hours, as per the purchasing by-law
- Average days from draft specifications to award authorization in 2018: 90 days.

General Accounting Activities in 2018:

- Audited financial statements - clean audit opinion by external auditors
- 2018: Financial Information Return submitted to Ministry of Municipal Affairs as per requirements/deadlines
- Remuneration report plus three quarterly council expenses reports.

Notes/Comments/Assumptions

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Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Financial Planning & Budgeting and Support Services
Service Category	Traditional

Service Overview

- Leads the City's annual operating budget of approximately \$590 million and capital budget ranging from \$125 - \$270 million, including the ongoing monitoring, as well as internal and external reporting.
- Develops Property Tax Policy and tax rates.
- Manages the City's financing strategies, including Development Charges Background Study, and the Long-Term Financial Plan.
- Manages the City's insurance and risk management program processing approximately 300 to 400 claims a year.
- Manages, develops and implements investment plans for over a \$300 million portfolio.
- Oversees and manages capital asset accounting and reserve funds totaling \$190 million.
- Provides financial support and analysis related to internal and external reporting, such as Annual Consolidated Financial Statements and Council and Committee reports.
- Provides financial support and analysis to operating departments in a business partnership model.
- Manages the City's activity-based Computerized Maintenance Management System

Service Value

Financial planning and support services are essential in ensuring that financial and budgeting policies are effectively implemented in support of all CGS programs and services.

Service Category Overview

- Municipal Act, Treasurer responsibilities:
- s. 286 (1) (f) - ensuring investments of the municipality are made in compliance with the regulations made under section 418, if applicable
- s. 290 (1) For each year, a local municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality, including,
 - (a) amounts sufficient to pay all debts of the municipality falling due within the year;
 - (b) amounts required to be raised for sinking funds or retirement funds; and
 - (c) amounts required for any board, commission or other body.
- 293 - The Minister may make regulations,
 - (a) requiring a municipality to establish a reserve fund designated for prescribed liabilities of the municipality which are incurred but not payable until later years;
- s. 308 (2) - A set of tax ratios for every municipality shall be established in accordance with this section.
- s. 312 (2) - For purposes of raising the general local municipality levy, a local municipality shall, each year, pass a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes.
- Planning Act (Payment in lieu of parkland) - Treasurer's statement 42(17) - The treasurer of the municipality shall each year, on or before the date specified by the council, give the council a financial statement relating to the special account.
- Development Charges Act, Section 43(1):

The treasurer of a municipality shall each year on or before such date as the council of the municipality may direct, give the council a financial statement relating to development charge by-laws and reserve funds established under section 33.

Budget		Staffing	
Operating Cost	6,045,997	Full time	28
Internal Recoveries	(1,600,956)	Part time hrs	-
Total Cost	4,445,040	Overtime	354
Revenue	(1,532,056)		
Net Levy	2,912,984		

Performance Measures

Investment Management:

- Above median returns of our comparator municipalities for internally managed portfolios.
- Below median costs of our comparator municipalities for total fund management expense ratio
- Produce annual investment report

Risk Management:

- Number of Claims opened
- Finalize majority of simple claims (potholes) in 60 days
- Timely contract review and comment
- Insurance policies renewed and in place prior to renewal

Financial Planning, Budgeting and Financial Support:

- Produce Annual Budget in accordance with Municipal Act Guidelines
 - Produce Annual Budget document worthy of GFOA distinguished budget award
 - Tax policy and tax rates approved in a timely manner to maximize investment revenue
 - Produce or review and approve financial implications on all reports to Council and Committee
- All mandatory and internally required reports produced on required frequency

Service Level

Investment Management:

- Manage \$350 million investment portfolio to achieve above municipal median rate of return
- Produce annual investment report

Risk Management:

- Provide 1600 hours of risk management advice and support.
- Administer 375-400 claims per annum to that 85% of simple claims (potholes) are resolved in 60 days
- 500 hours of risk management advice and support

Financial Planning, Budgeting and Financial Support:

- Annual Budget, which meets GFOA distinguished budget criteria, to be approved prior to beginning of the budget year
- Develop Property Tax Policy and tax rates to be approved before end of May
- Produce or review and approve financial implications on 350 reports to Council and Committee in accordance with the agenda production deadlines
- Provide update of long term financial plan annually prior to annual budget process
- Produce annual variance reports as directed by legislation and City policy

- Provide 2,500 hours of financial support and analysis related to internal/external reporting and budgeting

Activity Level

Investment Management:

- Internally Managed Investment Return (2018: 2.41% , 2017: 1.96% , 2016 1.92%)
- Annual Investment Reports Produced

Risk Management:

- Provided approximately 1500 hours of risk management advice and support
- Number of claim files opened: 2018 - 508, 2017 - 386, 2016 - 383
- Simple claims finalized (potholes) in 60 days 2018 - 10%, 2017 - 68%, 2016 - 78%
- Non-rush contract and procurement solicitation review averaging 5 days
- All insurance policies renewed and in place prior to renewal in 2018

Financial Planning, Budgeting and Financial Support:

- 2018 Operating and Capital Budget approved December 2017
- GFOA distinguished budget award received in 2018 for 2017 document
- Annual Update of Long Term Financial Plan delivered June 2018
- 2018 Property Tax Policy and tax rates approved May 28, 2018
- Produced or reviewed and approved financial implications on 374 reports to Council and Committee in 2018
- Provide budget direction and two “budget to actual” variance reports in 2018
- Four Capital Activity Reports produced in 2018

Notes/Comments/Assumptions

As per MRM Service Descriptions

Financial Planning and Budgeting:

Financial Planning and Control: service description: An internal / enabling service offering support to the Corporation in terms of preparing operating and capital budgets, as well as monitoring the variances to these budgets throughout the year.: output: Budget Approved (and Monitored); Direct client: departments: client service value: Sufficient budget to deliver programs and services

Risk Management:

Service description: An internal / enabling service offering the support to the Corporation by mitigating risk, typically through insurance policies; output: risk mitigated; client service value: reduced risk of litigation

Investment Management

service description: An internal / enabling service offering support to the Corporation in terms of investing in funds to leverage money to pay for the delivery of programs and services.; output: investment managed; client service value: increased return on investment

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Human Resources & Labour Relations
Service Category	Traditional

Service Overview

- Provides labour relations and human resources strategic support to City management, bargaining agents and employees in a business partnership model.
- Develops, interprets and applies relevant human resource policies, Ontario and Canadian labour and employment legislation, and related case law.
- Conducts investigations submitted under the Workplace Violence, Harassment and Discrimination Prevention Policy or Human Rights Tribunal.
- Lead multiple sets of collective agreement negotiations (seven CBA's) including three CBA's under interest arbitration.

Service Value

- Provides expert advice and guidance on labour and employment related matters, collective agreement administration and negotiations, advice on all CGS employment related policies and related policy development, recruitment, performance and investigations related to workplace violence and harassment.
- Mitigates organizational risk and liability of claims and costs associated with contractual (CBA's) and legislative compliance.
- Builds trust and confidence of employees and management of employment related services.

Service Category Overview

It is good standard practice to provide internal human resources and labour relations expertise and services to the organization's leadership team, bargaining agents, and employees. Aspects of the service delivery are regulated by provincial and federal employment standards legislation, Ontario Labour Relations Act, Fire Protection and Prevention Act, Ambulance Services Act, Hospital Labour Disputes Arbitration Act, Human Rights Code, Accessibility for Ontarians with Disabilities Act, Municipal Freedom of Information and Protection of Privacy Act, Pay Equity Act, and seven Collective Bargaining Agreements.

Budget		Staffing	
Operating Cost	1,112,150	Full time	7
Internal Recoveries	(1,072,954)	Part time hrs	-
Total Cost	39,196	Overtime	-
Revenue	(38,152)		
Net Levy	1,044		

Performance Measures

- Human Resources Administration Operating Expense per \$1,000 Municipal Operating Expenses = 7.23 (2018 MBNC)
- New Grievance Rate = 5.2% (2018 MBNC)

Service Level

Collective Agreement Administration

- Lead collective bargaining for 6 agreements
- Facilitate dispute resolution process within prescribed timelines in legislation or CBAs (grievance response within nine days, 90 days for investigations, 21 days for expedited arbitration hearings, 30 days for Human Rights Tribunal complaints).

Labour and Employment Support

- 7,500 hours providing business partnership supports and training for all activities related to employee and labour relations and ensuring adherence to employment related legislation and policies.

Activity Level

- **Collective Agreement Administration:** 141 grievances heard at third stage, 28 grievances heard at mediation and nine grievances heard at arbitration. Resolved 57 grievances with HR intervention (3rd stage); 53 grievances resolved or withdrawn through third party intervention (e.g., mediation); and 10 grievances resolved or withdrawn at arbitration.
- **Provide Training:** Over 130 managers trained on human resources and labour relations.
- **Conduct Investigations:** 15 investigations conducted and seven complaints resolved under Workplace Violence, Harassment and Discrimination Prevention Policy or Human Rights Tribunal.

Notes/Comments/Assumptions

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Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Compensation & Benefits
Service Category	Traditional

Service Overview

- Coordinates employee lifecycle changes, the functionality of the Human Capital Management system, and administers total compensation, including administration of group insurance and all aspects of OMERS pension reporting.
- Provides expert advice and guidance ensuring the integrity of the City's compensation systems, salary administration, external equity and internal equity through job evaluation and pay equity.
- Ensures accurate and consistent description of work through maintenance of all job descriptions.
- Develops and implements employee recognition program and annual recognition event.

Service Value

- Accurate, fair and competitive compensation of employees to ensure CGS can attract, retain and motivate employees to deliver services to the community.
- Ensure contractual obligations outlined in Collective Bargaining Agreements or non-union employment contracts and legislative obligations are met related to compensation of employees.
- Mitigates risk and liability associated with employee compensation and benefits.

Service Category Overview

Aspects of the service delivery are regulated by provincial and federal employment standards legislation, Ontario Labour Relations Act, Fire Protection and Prevention Act, Ambulance Services Act, Hospital Labour Disputes Arbitration Act, Human Rights Code, Accessibility for Ontarians with Disabilities Act, MFIPPA, Pay Equity Act, and 11 Collective Bargaining Agreements.

Budget		Staffing	
Operating Cost	2,569,175	Full time	7
Internal Recoveries	(2,485,825)	Part time hrs	3,654
Total Cost	83,350	Overtime	-
Revenue	(83,350)		
Net Levy	-		

Performance Measures

Total Cost for Human Resources Administration per T4 Supported = \$782 for 2017 and \$812 for 2018 (MBNC)

New Hire Success Rates = 81.28% for 2017 and 83.93% for 2018 (MBNC)

Retirement Risk within 1 year = 0.02% for 2017 and 0.02% for 2018 (MBNC)

Service Level

7 FTE's to execute:

- **Pension Requests and Inquiries** – Process 7,000 employee transactions annually to ensure compliance with OMERS legislation and reporting regulations for over 2,600 OMERS eligible employees with an error rate of less 1% and within regulatory reporting timelines (ie. Leave Periods reported with seven

days, buy-backs reported with three days, OMERS waiver within two days, annual reconciliation by June). Average time per transaction: 10 minutes.

- 320 hours of pre – retirement or retirement support / counselling
- **Employee Life Cycle and Payroll Entries** – 10,000 adjustments employee records with 99% accuracy and within bi-weekly payroll reporting timelines. Average time per transaction: 30 minutes.
- **Benefit Administration and Inquiries** – 3,000 benefit transactions annually to ensure compliance with our Benefit Providers administrative requirements for over 2,000 eligible employees with an error rate of less than 1% within the prescribed reporting timelines. Respond to over 800 benefit inquiries annually which are resolved within 3 business days.
- **Manage External Equity** – 170 hours to achieve external equity by completing ten (10) Salary and Market Surveys and five (5) Benchmarking reports.
- **Manage Internal Equity** -- 90 employee job evaluations per year within 120 days from date or request. Average time to evaluate each job: 14 hours. Process 180 job description changes within 14 days from date of request or work restructuring.
- **Employee Recognition** – 330 hours administering 550 recognition awards in an average of 14 days.
- One employee awards recognition gala annually

Activity Level

- 7,000 employee transactions
- 12,000 adjustments to employee records in support of payroll, employee compensation and pay equity
- 15 Salary and Market Surveys
- 90 employee job evaluations
- 180 job descriptions within
- Processed 550 employee recognition awards coordinate one recognition gala where 111 employees were recognized.

Notes/Comments/Assumptions

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Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Organizational Development, Safety, Wellness & Rehab
Service Category	Traditional

Service Overview

- Leadership of recruitment and selection, leadership development, corporate training, performance planning and development, talent evaluation and succession planning, and workforce management systems.
- Oversees Workplace Safety Insurance Board (WSIB) claims, early intervention programs, return to work, accommodations and short-term and long-term non-occupational disability claims.
- Provides leadership and direction regarding occupational health and safety, safety program development. Supports and coordinates employee wellness programming.

Service Value

- The service provides comprehensive disability management services, healthy workplace programming and occupational health and safety consultation services, mitigating the risk of both occupational and non-occupational lost time injuries/illnesses, as well as ensuring legal and contractual compliance. This service facilitates employee's early and safe return to work.
- The service serves to reduce risk associated with hazards in the workplace.
- Develops, implements and supports people strategies, systems, and programs to improve the performance of the organization and individual employees to enhance the delivery of services to the community.

Service Category Overview

- Many of the services outlined are typically executed by internal City staff given the corporate culture knowledge that is required.
- Organizational development activities enable the attraction, engagement, development and retention of employees.
- Health and safety requirement is a legislated under the Occupational Health and Safety Act.
- Managing absences through both occupational and non-occupational illness/injury helps minimize the impact of the absences on delivery of services and ensures the organization meets legislative requirements, keeps or returns employees in the workplace, and contains cost.

Budget		Staffing	
Operating Cost	2,214,684	Full time	12
Internal Recoveries	(1,540,063)	Part time hrs	3,654
Total Cost	674,621	Overtime	-
Revenue	(674,621)		
Net Levy	-		

Performance Measures

Lost Time Injury Frequency: 2.72
Lost Time Injury Severity: 39.25

Average time to fill position with external hire: 54 days
 Permanent voluntary employee turnover: 7.9%
 EAP utilization rate: 11.73%

Service Level

Recruitment

- 2730 hours to administer 992 job postings with an average of 3 days to post an authorized vacancy.

Health and Safety and Rehabilitation Services

- 5096 hours to Health & Safety hands-on support/guidance for employees, supervisors and 6 Joint Health and Safety Committees
- 2184 hours of Health & Safety policy and program development and maintenance.
- Investigate and report 450 WSIB claims within legislated 72 hour timeframe.
- 7280 hours to ensure accurate and timely payment of benefits and return to work support

Organizational Development

- 2400 hours to coordinating leadership, employee development and succession initiatives.
- 546 hours providing organizational development guidance to decrease the overall employee turnover to industry norms.
- Administer summer student hiring and H&S training for 300 summer students

Activity Level

Recruitment

- Administer the job posting process for 992 vacancies with an average of 6 days to post an authorized vacancy.

Health and Safety

- Ensure safe return to work for 154 employees.
- Administer and deliver online and in class corporate H&S training (11 modules and 69 sessions).
- Assess and provide advice on safe ergonomic set up of workstations for 101 employees.
- Conduct physical fitness testing for 244 employees in 39 testing sessions.

Rehab

- Administer and manage claims: 358 Short term disability claims, 39 Long term disability claims, 54 occupational lost time claims, 83 modified work duty claims.
- Incident/injury reporting for over 1000 hazards, first aid, health care, and lost time incidents.

Organizational Development - Leadership/organizational development:

- Facilitate assessment of leadership talent - 101 employees.
- Administer summer student hiring process for operating departments - 296 students.
- Summer student applications to process – 506.
- Developed corporate training plan consisting of eight modules, providing leadership and competency development for 130 employees.

Notes/Comments/Assumptions

-

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Real Estate
Service Category	Traditional

Service Overview

Provides services related to the management of the City's real estate assets. Services include property acquisitions and divestures; leasing, licensing, land use permits; property appraisals; and providing support and advice to operating departments on real estate related matters.

Service Value

- In house knowledge of various municipally delivered services such as transportation and leisure activities add value to all related transactions.
- Appraisals are also performed internally, providing a reduction in contracted expenses but confidence that valuations are reasonable from the municipal perspective.

Service Category Overview

Real estate management is guided by the Planning Act, Municipal Act, Environmental Protection Act and Expropriations Act.

Budget		Staffing	
Operating Cost	1,253,597	Full time	6
Internal Recoveries	150,939	Part time hrs	-
Total Cost	1,404,536	Overtime	-
Revenue	(442,425)		
Net Levy	962,111		

Performance Measures

- Cost of appraisals relative to external costs
- Cost of real estate transactions relative to external cost

Service Level

- 100 real estate appraisals annually.
- 40 reports to Council and Committee
- Negotiate and close 30 real estate transactions (acquisitions and disposals) annually.
- Administer 160 leases, licenses of occupation and land use permits
- 3900 hours of research and advice to support decisions / problem solve for real estate related matters
- 300 hours fielding various property requests from the public
- Administer 1800 City owned property parcels.

Activity Level

- Real estate appraisals completed - 90 (2018), 114 (2017), 138 (2016)
- Reports to Council and Committee 40 (2018), 48 (2017)

- Real estate transactions negotiated and closed - 35 (2018), 235 (2017) and 27, (2016)
- Leases, licenses of occupation and land use permits - 2018 (164), 2017 (158), 2016 (159)

Notes/Comments/Assumptions

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Facilities Management
Service Category	Traditional

Service Overview

- Responsible for the day-to-day operation and maintenance of various facilities.
- Oversee the planning, design and management of capital projects required to preserve and/or improve municipal facilities.
- Lead the development of the corporate asset management plan and assist in supporting asset investment decisions.
- Responds to preventative and emergency work orders in order to maintain equipment, provide janitorial and grounds maintenance, and comply with various legislation and regulations as it relates to facility management.

Service Value

- Ensures compliance with various legislation and regulations as it relates to facility management.
- Access to expertise in design, management and trades increase responsiveness and effectiveness of preventive maintenance and capital refurbishments leading to accessible, safe, clean and sustainable facilities.

Service Category Overview

Aspects of the service are regulated by various levels of legislation such as the Electrical Safety Authority (E.S.A), Ontario Building Code (O.B.C), Fire code, Accessibility for Ontarians with Disability Act (A.O.D.A), Ontario Regulation 588/17 (Asset Management).

Budget		Staffing	
Operating Cost	10,375,943	Full time	18
Internal Recoveries	(1,245,099)	Part time hrs	5,981
Total Cost	9,130,844	Overtime	155
Revenue	(3,863,185)		
Net Levy	5,267,659		

Performance Measures

- Percent of critical and urgent priorities responded to within one hour or less (95%)
- Demand work orders as a percentage of total work orders (70%)
- Percent of work orders completed within targets (90%)
- Compliance with facility and asset management regulations (100%)
- Percent of Asset Management Plans completed (8%)
- Total cost of facility operations per square foot of headquarter building (\$12.25)
- Percentage of Capital projects completed on budget (95%)
- Percentage of Capital projects completed on time (90%)

Service Level

- Respond to 1,000 priority 1 and 2 (critical/urgent) service requests in one hour or less 95% of the time.
- Respond to 1,000 priority 3 (normal) service requests in 2 days 80% of the time.
- Respond to 3,500 priority 4 and 5 (low/minor alterations) service requests within 5 days 80% of the time.
- Dedicate 6,500 hours of staff time to support for approximately 60 facility capital projects
- Ensure 100% compliance with facility regulations (A.O.D.A., O.B.C., E.S.A, Ontario Regulation 588/17)
- Complete work on 5,500 work orders within targets (1-20 days depending on nature of issue).

Activity Level

- 1,232 priority 1 and 2 (critical/urgent) service requests in one hour or less 95% of the time.
- 765 priority 3 (normal) service requests in 2 days 80% of the time.
- 3,382 priority 4 and 5 (low/minor alterations) service requests within 5 days 80% of the time.
- 5,379 preventative and emergency work orders
- 100% compliance with facility regulations (A.O.D.A., O.B.C., E.S.A, Ontario Regulation 588/17)
- Completed approximately 83 (2018), 50 (2017), 90, (2016) capital projects annually.

Notes/Comments/Assumptions

Organizational Unit	Corporate Services
Enterprise Program	Environmental Protection
Service	Energy Initiatives
Service Category	Traditional

Service Overview

- Administers energy and emission monitoring and reporting for City-owned facilities.
- Oversees energy audits, develops business cases for energy retrofits and new projects, and applies for financial incentives.

Service Value

- Supports climate change initiatives that will better the community and have positive long term environmental and financial effects.

Service Category Overview

Municipalities are required to submit annual energy use reports as well as create an energy plan. Providing the leadership necessary to promote a culture of energy conservation throughout City facilities. Reducing energy consumption and greenhouse gas emissions through energy conservation and management. Continuously improving the energy efficiency of City facilities and processes. Seeking opportunities to utilize renewable energy sources where feasible and practical. Council has also declared a "climate emergency."

Budget		Staffing	
Operating Cost	192,186	Full time	1
Internal Recoveries	-	Part time hrs	858
Total Cost	192,186	Overtime	-
Revenue	-		
Net Levy	192,186		

Performance Measures

- Total Equivalent kWh Energy Consumption for Headquarter Building (HQ) per Square Foot of HQ Building
- Total kWh generated via green energy sources
- Reductions in kWh consumed.
- Compliance with Ministry reporting requirements

Service Level

- 15 energy audits to be completed annually
- 900 hours of staff time to analysis and report energy consumption on 1150 accounts.
- 10 Energy savings projects
- 2 reports for ministry reporting requirements within legislated timeframes

Activity Level

- Perform 20 energy audits per year
- Projects assisted with or responsible for completing 20 energy projects annually
- Reports completed for ministry reporting requirements - 2 (2018), 2 (2017), 2 (2016)

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Fleet Services
Service Category	Traditional

Service Overview

- Provides for the repair and maintenance of fleet, machinery and equipment used in the delivery of municipal services.
- Assesses, acquires and disposes of fleet, machinery and/or equipment units
- Ensures access to fuel via the operation of 6 fueling stations.

Service Value

- Centralized fleet services offer significant expertise and economies of scale to ensure a reliable, cost effective and available fleet to provide municipal services.

Service Category Overview

Fleet services ensure municipal vehicles and equipment meet the required regulations and commercial vehicle inspection programs

Budget		Staffing	
Operating Cost	14,926,473	Full time	54
Internal Recoveries	(13,706,703)	Part time hrs	1,351
Total Cost	1,219,770	Overtime	6,264
Revenue	(999,231)		
Net Levy	220,539		

Performance Measures

- Direct Cost per Vehicle KM - Municipal Equipment (\$1.11)
- Availability of fuel supply at all fueling stations or alternative locations (100%)
- Planned work orders as a percentage of total work orders (50%).
- Number of work orders completed per technician/welder (603)
- Satisfaction of all regulatory requirements (100%)
- Capital acquisitions made within budget year (100%)

Service Level

- Ensure 100% fuel availability at owned stations or alternative locations during maintenance.
- Acquisition and disposal of 50 vehicles annually.
- Perform 25,000 work orders comprised of:
 - 12,500 work orders utilizing 30,000 hours on heavy duty vehicles
 - 1,000 work orders utilizing 2,000 hours on medium duty vehicles
 - 1,250 work orders utilizing 2,000 hours on light duty vehicles
 - 6,500 work orders utilizing 14,000 hours on transit buses
 - 1,250 work orders utilizing 3,000 hours on equipment
 - 2,500 work orders utilizing 5,500 hours on emergency services vehicles
- Ensure all regulatory requirements are met 100% of the time.

Activity Level

- Purchase 5,461,789 litres of fuel and maintained 6 city fueling locations.
- Acquired 8 light duty, 5 medium duty, 6 heavy duty and 2 pieces of equipment. Disposed of 16 light duty, 5 medium duty, 6 heavy duty and 2 pieces of equipment.
- Completed 24,753 (2018), 23,965 (2017) preventative and emergency work orders annually on approximately 850 vehicles/equipment.

Notes/Comments/Assumptions

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Animal Control and Shelter Services
Service Category	Traditional

Service Overview

- Administers animal control and animal shelter services for the City.
- The shelter provides care for approximately 1,000 domestic dogs and cats per year, facilitating the adoption of more than 600 animals and approximately 300 redemptions of lost pets per year.
- In 2018, we received 3100 animal control related calls for service; which include but not limited to calls for emergency after hours, Vicious Dog complaints, stray animals, off-leash, poop and scoop, feeding of wildlife, and animal noise.
- Collaborations with local rescue and animal welfare organizations in the community along with veterinarian to provide the best service to residents of the community all while building trust between the City and residents and stakeholders.

Service Value

Service provides for public safety and enforcement of municipal by-laws, contributing to the quality of life of CGS citizens and domestic animals within the community.

Service Category Overview

Only recently has the service been provided as a municipally operated service. Was previously contracted out the animal shelter and enforcement to a third-party contractor.

Budget		Staffing	
Operating Cost	673,261	Full time	5
Internal Recoveries	-	Part time hrs	-
Total Cost	673,261	Overtime	-
Revenue	(300,751)		
Net Levy	372,510		

Performance Measures

- Provide 24/7 care of the animals in the Shelter and offer 24/7 on-call for animal related emergencies within the community.
- Operate the Shelter, open to the public for 38 operating hours per week.
- The average length of stay for an animal in our care is 6 days

Service Level

- Respond to more than 3000 animal related calls for service annually and case resolution within 4 days of receipt. Provide 24/7 emergency call service.
- Sell animal tags and registrations
- Provide lodging, basic care and extensive medical care for the more than 1000 domestic cats and dogs annually that arrive at the Shelter for a minimum 72 hour redemption period up to the point of adoption. Provide 24/7 shelter emergency service. Operate the shelter open to the public 38 hours per week.

- Advertise and support adoption process (e.g. Facebook page, adoption events)

Activity Level

- 6048 animal registrations
- 3100 animal related complaints received and closed within 4 days of receipt.
- Annual Intake of more than 1000 stray and surrendered animals at the Shelter.
- 600 adoptions performed at the Shelter.
- 300 Owner Redemptions of stray cats and dogs.

Notes/Comments/Assumptions

Organizational Unit	Corporate Services
Enterprise Program	Corporate
Service	Security, By-law and Parking Services
Service Category	Traditional

Service Overview

- Administers public education and enforcement of a number of municipal by-laws that establish minimum standards of health and safety and preserve the image and character of Greater Sudbury.
- Responds to approximately 8,000 complaints per year.
- Provides licensing services to support municipal and provincial licensing requirements such as business, vehicle for hire and lottery licenses. Licensing staff issue approximately 1,200 business licenses and 200 lottery licenses per year.
- Administers 438 on-street parking spaces and 14 municipal lots for parking in the City for a total of approximately 2,140 parking spots in the downtown.
- Oversee Corporate Security for all City properties by way of a third-party contractor

Service Value

Service provides for public safety and enforcement of municipal by-laws, contributing to the quality of life of CGS citizens and staff.

Service Category Overview

Traditionally provided by municipal by-law enforcement officers.

Budget		Staffing	
Operating Cost	2,902,723	Full time	11
Internal Recoveries	637,486	Part time hrs	13,527
Total Cost	3,540,209	Overtime	-
Revenue	(3,486,104)		
Net Levy	54,105		

Performance Measures

- For 2018, there were 1,566 Number of Noise, Property Standards, Yard Maintenance and Zoning By-law Complaints per 100,000 Population. Enforcement Operating Cost for Noise, Property Standards, Yard Maintenance and Zoning By-laws per 100,000 Population, for 2018 was \$169,389.

Service Level

- 8,000 by-law complaints per year on an average cycle time of four (4) days per complaint.
- 3290 hours in support of licensing services within timeframes in the Alcohol and Gaming Commission of Ontario and Business License By-law.
- Administer and maintain 438 on-street parking spaces and 12 municipal parking lots which are available 95% of the time, targeted at 85% occupancy
- 2500 hours to oversee a third-party contractor for all issues related to corporate security and ensure adequate measures in place for employees and facilities.

Activity Level

- Close more than 8,000 by-law complaints per year.

- Issue 15,736 parking violations
- Issue 1,200 business and taxi licenses and 200 lottery licenses
- 50 trespass notices

Notes/Comments/Assumptions

Community Safety

Organizational Unit	Community Safety
Enterprise Program	Public Safety
Service	Community Paramedic Care
Service Category	Traditional

Service Overview

Community Paramedicine programs provide a bridge between primary care and emergency care and are developed based on local needs. Community Paramedic programs address the needs of vulnerable patients with low acuity and lack access to primary care. Patients are proactively provided care in their homes and connected to the care they need in the community. CP programs integrate with other clinical services and community agencies. Through Community Paramedicine programming strain on the 911 system is reduced, as well as emergency department visits and hospital readmissions.

Service Value

Prevention and chronic disease management through education and in home care. Community Paramedicine services reduce chronic disease exacerbations therefore reduces 911 calls, emergency department visits and hospital admissions/readmissions. Health Promotion and clinical treatment in the home increases patients' independence and decreases reliance on the 911 safety net.

Community Paramedicine is a mobile health care provider and connects patients to health care services and improves the integration of care.

Service Category Overview

The program operates in conjunction with the NELHIN with grant money coming from the LHIN with moderate amounts of in kind funding from the municipality and supports from Health Sciences North. There is no legislative requirement to provide this service, however Community Paramedicine will play an important role in addressing the challenges of the future health care prehospital system.

Budget		Staffing	
Operating Cost	617,787	Full time	-
Internal Recoveries	9,720	Part time hrs	-
Total Cost	627,507	Overtime	-
Revenue	(627,507)		
Net Levy	-		

Performance Measures

- Total Cost of Services per Capita: \$2.03

Service Level

- Home Visits: One Advanced Care Community Paramedics are available 12 hours per day, 7 days per week to provide clinical support to chronically ill patients. At full capacity, able to provide approximately 1100 home visits annually
- Health Promotions: One Primary Care Health Promotions Community Paramedic is scheduled Monday to Friday 8 am to 4 pm to place referrals to appropriate support services for individuals in high risk situations, offer wellness clinics at emergency shelters, complete community health assessments, and conduct CPR and AED training to the public.

- We attend community Rapid Mobilization Table meetings twice per week to facilitate referrals (74), provide 4 clinics per week (152), 2 shelter visits per week (76), and 25 CPR and AED training events per year.

Activity Level

- Home Visits: rostered 300 patients; completed 1003 home visits
- Health Promotions: 678 referrals to community agencies, 162 clinics offered, 82 shelter visits, 1117 patient assessments completed, and 25 CPR and AED training events conducted.

Notes/Comments/Assumptions:

- Activity level data is based 2018 results

Organizational Unit	Community Safety
Enterprise Program	Public Safety
Service	Emergency Management – Public Safety, Planning & Prevntn
Service Category	Traditional

Service Overview

Prepares the corporation to respond to emergencies and disasters through training and exercise of the Emergency Response Plan, development of Standard Operating Procedures and specialized plans, Hazard and Risk Analysis, and maintenance of the EOC and MCU. Additionally, from a public perspective EM participates in stakeholder group meetings and discussions and delivers public education through displays, presentations and other public offerings.

Service Value

Creation of disaster resilient communities. Plans with local stakeholders help mitigate the negative effects of any possible emergency. HIRA evaluation ensures that the community is aware of possible risks.

Service Category Overview

Ontario legislation EMCPA 2.1 (1) states that every municipality shall develop and implement an emergency management program and the council shall by by-law adopt the EM program.

Budget		Staffing	
Operating Cost	466,637	Full time	2
Internal Recoveries	101,280	Part time hrs	-
Total Cost	567,917	Overtime	-
Revenue	(87,140)		
Net Levy	480,777		

Performance Measures

- Total Cost of Services per Capita: \$2.71

Service Level

- Emergency Response: 1 Emergency Management Officer or designate available to support the City's response to a community emergency on a 24/7 basis. Historically, an incident requiring the activation of the Emergency Operations Centre happens once per year
- Public Safety Planning and Prevention: 1 training session and 1 training exercise with the Community Control Group annually; monthly testing of the Mobile Command Unit; yearly testing of Sudbury Alerts; quarterly testing of the HAZMAT release notification process
- Public Education and Awareness Events: 25 events per year
- Training: offer 2 Basic Emergency Management Training Courses; provide 4 training sessions to Emergency Operations Support Staff

Activity Level

- Emergency Response: 1 incident requiring the activation of the Emergency Operations Centre; 3 partial activations of the Emergency Operations Centre
- Public Safety Planning and Prevention: 1 training session and 1 training exercise with the Community Control Group; 6 tests of the Mobile Command Unit; yearly test of Sudbury Alerts completed; 3 HAZMAT release notification tests
- Public Education and Awareness Events: 23 events; approximately 2200 new Sudbury Alerts subscribers
- Training: offered 2 Basic Emergency Management Training courses; 6 training sessions offered to Emergency Operations Support Staff

Notes/Comments/Assumptions

- Activity level data is based on 2018 results

Organizational Unit	Community Safety
Enterprise Program	Fire Safety
Service	Fire Services Emergency Response
Service Category	Traditional

Service Overview

Fire Services provides emergency response throughout Greater Sudbury through a composite (career and volunteer firefighter) workforce trained to perform interior and exterior fire attack, medical tiered response in specific locations, technical rescue (including auto extrication, high angle, water, swift water, ice rescue), wild land (bush) firefighting, carbon monoxide (CO)/natural gas/propane detection, and Hazardous Materials awareness response. Fire Services also responds to miscellaneous incidents as the request of Police or Paramedic Services.

Service Value

An effective emergency response provides trained responders to ensure protection of life, property, and valuables from the effect of fire, accident, or the effects of natural causes (weather) in a timeframe which shall mitigate the situation.

Service Category Overview

Municipal responsibilities

2 (1) Every municipality shall,

- (a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and
- (b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances

Fire Emergency Response is allowable has been established locally under the Establishing & Regulating Bylaw 2014-84 based upon needs and circumstances and the desired service level set by municipal council.

Budget		Staffing	
Operating Cost	21,325,369	Full time	129
Internal Recoveries	1,723,848	Part time hrs	2,384
Total Cost	23,049,217	Overtime	6,958
Revenue	(255,124)		
Net Levy	22,794,093		

Performance Measures

Total Cost of Services per Capita: \$150.50

Service Level

- Emergency Response: respond to emergencies as they arise on a 24/7 basis in accordance with the E&R Bylaw 2014-84
- Career Staffing: 108 suppression firefighters grouped in 4 platoons across 5 fire stations; minimum of 22 firefighters and 1 platoon chief on shift
- Volunteer Staffing: complement of 275 volunteer firefighters on call responding to 19 fire stations located across communities throughout Greater Sudbury

Activity Level

- Emergency Response: Fire Services responded to 5043 incidents in 2018. These incidents can be broken down as follows: 369 Fires, 1198 Fire Alarms, 1025 Vehicle Collisions, 262 Open Air Burning Response, 804 Medical Assistance, 1385 Other Incidents (assisting other agencies, no incident found, etc.)
- Career Staffing: 102 active full time firefighters
- Volunteer Staffing: 269 active volunteer firefighters

Notes/Comments/Assumptions

- Activity level based on 2018 results

Organizational Unit	Community Safety
Enterprise Program	Fire Safety
Service	Fire Safety Education and Prevention
Service Category	Legislated/Regulated/Mandated

Service Overview

Fire Services provides prevention programming and life safety education through the delivery of focused fire education to all residents and specific targeted demographics of the youth population and residents/managers/owners of vulnerable occupancies. Fire prevention is provided through occupancy investigations and inspections under the Ontario Fire Code, and enforcement of various sections of municipal by-laws and provincial legislation with the goal reducing the possibility and severity of fire or explosion while increasing life safety standards.

Service Value

Assurance of safe occupancies through enforcement and education delivery driven by request, complaint, or mandatory inspections. Ensuring safe commercial, industrial, or assembly type occupancies where community members frequent is critical. Targeted education/prevention programs that inform citizens on hazards and plans for what to do in an emergency help in the achievement of an aware and resilient community.

Service Category Overview

Fire Protection & Prevention Act Part II 2(1)(a) requires every municipality to establish a program which must include public education with respect to fire safety including certain components of fire prevention

Budget		Staffing	
Operating Cost	2,421,624	Full time	14
Internal Recoveries	20,000	Part time hrs	1,827
Total Cost	2,441,624	Overtime	126
Revenue	(50,268)		
Net Levy	2,391,356		

Performance Measures

- Total Cost of Services per Capita: \$15.56

Service Level

- Fire Inspections: complete 2000 inspections per year
- Building Plan Reviews: review 1600 building plans on targeted categories and occupancies to ensure compliance with Ontario Fire Code
- Public Education Programming: deliver 60 public education programs across the community to raise awareness and reduce the risk of fires in our community

Activity Level
<ul style="list-style-type: none"> • Fire Inspections: 746 request inspections, 400 complaint inspections, 56 mandatory inspections • Building Plan Reviews: reviewed 551 building plans • Public Education Programming: delivered 63 public education programs
Notes/Comments/Assumptions
<ul style="list-style-type: none"> • Activity level data is based on 2018 results • Please note that Prevention Officers have only recently started tracking their time associated with inspections and plans reviews and this data may not accurately represent the total amount of work at this time • New Fire Prevention Officers require nearly one year of training and mentorship before they are able to operate at full capacity. Over the past three years we have had 1 new officer each year.

Organizational Unit	Community Safety
Enterprise Program	Public Safety
Service	Paramedic Medical Care & Transportation
Service Category	Legislated/Regulated/Mandated

Service Overview

A public service provided to victims of emergency incidents offering response and medical care to the ill and/or injured by a Paramedic attempting to resolve the medical issue and/or stabilize the patient, prior to transport to a hospital for further treatment. Then if transport is required the service is safe expedited care to an acute facility (hospital or alternate care) facility for definitive treatment. Additionally, non-urgent transportation is offered to patients requiring transport from one facility to another for treatment, post treatment or specialized care

Service Value

Reduced mortality or morbidity. Resolution of emergency medical issue or stabilization of patient prior to transport to hospital for further treatment. Reduced burden on hospitals emergency services through on scene resolution, where appropriate. Safe and prompt transport to an acute care facility or in between facilities where deemed necessary.

Service Category Overview

Province of Ontario legislation (The Ambulance Act) exists along with numerous Regulations and Standards.

Budget		Staffing	
Operating Cost	19,393,143	Full time	119
Internal Recoveries	1,756,317	Part time hrs	35,624
Total Cost	21,149,460	Overtime	4,266
Revenue	(10,818,215)		
Net Levy	10,331,245		

Performance Measures

- Total Cost of Services per Capita: \$134.53

Service Level

- Emergency Response: respond to calls for service on a 24/7 basis; Primary Care Paramedics (PCPs) respond to all calls; Advanced Care Paramedics (ACPs) for more urgent call types
- Staffing: 12 transporting ambulances and 2 Paramedic Response Units (PRUs) staffed by 9 ACPs and 15 PCPs during the day and 8 transporting ambulances and 2 PRUs staffed by 8 ACPs and 12 PCPs during the night; planned staffed operational hours was 265,176
- Deployment: the currently approved response time standard is 6 minutes or less 70% of the time for sudden cardiac arrest patients, 8 minutes or less 80% of the time for patients requiring resuscitation, 10 minutes or less 85% of the time for patients requiring emergent care, and 15 minutes or less 85% of the time for all other patients.

Activity Level

- Emergency Response: Paramedics responded to 27,884 calls for service involving 33,672 unit responses with 20,794 patients being transported.
- Staffing: actual staffed operational hours were 258,129
- Deployment: paramedics have met or exceeded the response time standards in all but the resuscitation category which was only missed by 1%

Notes/Comments/Assumptions-

- Activity level data is based on 2018 results
- The health of our population greatly impacts upon our activity level. We must respond to all calls for service. Over the course of time activity levels, patient acuity and call volume drive service levels.

Community Development

Organizational Unit	Community Development
Enterprise Program	Housing
Service	Housing Programs
Service Category	Legislated/Regulated/Mandated

Service Overview

- Develops, implements and enforces local social housing rules and provincial policies.
- Provides direction, training and education to stakeholders, social housing providers and the public.
- Oversees the Rent Supplement and Housing Allowance programs.
- Delivers municipally, provincially and federally funded community housing programs.

Service Value

Community housing ensures that low income households have access to housing. Housing Services staff ensure that local non-profit and cooperative housing providers comply with applicable legislation, regulations and program requirements.

Service Category Overview

Subsidies are provided through municipal, provincial and federal funding in order for community housing to be accessible to low income households. Community housing programs are mandated by the Ministry of Municipal Affairs and Housing and the Housing Services Act, 2011.

Budget		Staffing	
Operating Cost	25,037,161	Full time	7
Internal Recoveries	393,759	Part time hrs	4,284
Total Cost	25,430,920	Overtime	-
Revenue	(9,444,651)		
Net Levy	15,986,269		

Performance Measures

- Social housing operating cost (administration & subsidy) per housing unit. (4799-1848 = 2951 units) (approximately \$5,980)
- Non profit operational reviews completed annually. (4 per year)
- Number of social housing units per 1,000 households (58)
- Social housing subsidy per social housing unit (approximately \$5,718)

Service Level

- The City of Greater Sudbury is legislated to have 3603 households at or below the household income limit, of which 2,151 must be high needs households.
- The City must also have 155 modified units within its portfolio.
- 4,799 units (2,997 rent geared to income, 731 low end of market, 694 rent supplement, 297 affordable housing, 63 housing allowance, and 17 portable housing benefit units).
- Housing Programs must complete a year end review on each social housing provider that we have an agreement with and fund. We have 47 funded social housing providers.
- Housing Programs completes 4 operational reviews per year based on the number of Program Administrators who oversee the portfolio. An Operational Review takes approximately 6-8 weeks to

complete. There is no specific legislated number of operational reviews that need to be completed annually.

Activity Level

- Approximately 36 social housing provider budgets are reviewed each year.
- 47 year end reviews are completed on social housing and AHP providers on an annual basis.
- 4 operational reviews are completed annually on the non profit/cooperative housing providers.
- Housing Services is currently working on social housing projects whose last reviews were completed in 2009.

Notes/Comments/Assumptions

- 1) The budget amounts above are based on the 2019 year end budget.
- 2) The operating subsidy for the GSHC of \$4,919,216 has been excluded from operating costs since it is included under Housing Operations.
- 3) Capital subsidy of \$2,831,478 for the GSHC is included under operating costs.
- 4) Rent supplement subsidy of \$3,347,952 for the GSHC is included under operating costs. This includes 553 rent supplement units which the GSHO administers on behalf of the Service Manager.
- 5) Included in operating costs and revenue is \$4,503,377 of program funding which is a flow through.
- 6) Excluded from operating costs are 3 full time registry staff who are included as Housing Registry.

Organizational Unit	Community Development
Enterprise Program	Housing
Service	Housing Registry
Service Category	Legislated/Regulated/Mandated

Service Overview

- Determines eligibility for subsidy assistance for all community housing applicants.
- Ensures households are housed in accordance with provincial legislation and local requirements.

Service Value

- Housing Services Registry staff determines eligibility for subsidized housing.
- Community housing ensures that low income households have access to subsidized housing.
- Registry staff ensure that the chronological wait list is up to date.

Service Category Overview

- Housing Registry staff maintains and manages the centralized wait list for subsidized units according to rules set out by the Province of Ontario in the Housing Services Act, 2011, and local rules approved by Council.
- Registry Staff assist the 39 community housing providers in filling units.

Budget		Staffing	
Operating Cost	220,502	Full time	3
Internal Recoveries	-	Part time hrs	-
Total Cost	220,502	Overtime	-
Revenue	-		
Net Levy	220,502		

Performance Measures

- Percentage of social housing wait list housed annually is 34%
- Number of households who applied for social housing annually is 1897.
- Number of Special Priority (victim of domestic violence) applications received is 67 and housed annually is 51.
- Number of Urgent Status applications received is 225 and housed annually is 140.
- Number of refugee applications received is 151 and housed annually is 63.
- Number of senior applications received is 221 and housed annually is 77.

Service Level

- There are no service levels as to how many applicants may apply for community housing. The Housing Services Act, 2011 indicates that applications should be entered into the registry wait list upon receipt.
- 3 full time Registry staff enter applications based on date received and the date received is the household's application date.

Activity Level

- In 2018, 2,589 applications were received and entered into the Registry database.
- 1897 applications were active in the Registry database.
- 692 applications were cancelled due to files being incomplete.

- 567 households were housed.
- There were approximately 1640 households active on the chronological waitlist waiting for subsidized housing as at Dec 31/18.

Notes/Comments/Assumptions

- 1) Operating costs includes salaries and benefits for 3 full time registry staff.
- 2) The metrics for % of social housing wait list housed annually are based on 2018 data.
- 3) The difference between 2,589 applications received, and 1897 applications that were entered into the database reflect the number of applications that were incomplete and therefore cancelled (692).
- 4) In April 2019, The Registry no longer accepts applications for market rent units in social housing complexes. Therefore the number of applications on the Registry waitlist are high need applicants.

Organizational Unit	Community Development
Enterprise Program	Transportation
Service	Transit
Service Category	Traditional

Service Overview

Greater Sudbury Transit provides a safe, reliable and affordable local public transit services. The GOVA family of transit services includes three choices for getting around.

GOVA (Conventional transit)

- Conventional GOVA Transit serves bus stops in more populated areas of Greater Sudbury with fixed routes and schedules. All conventional transit buses have accessible features, including low floors and wheelchair ramps.

GOVA Zone (formerly Trans-Cab)

- In less-populated areas, GOVA Zone extends the reach of transit. It offers on-demand service between resident homes and local mobility hubs where connections can be made with conventional transit routes. GOVA Zone is delivered by partner taxi companies

GOVA Plus (formerly Handi-Transit)

- GOVA Plus offers on-demand service for persons whose disabilities prevent travel on conventional transit some or all of the time. Residents must complete an application form and be approved as a registered client with GOVA Plus before booking any trips.

Service Value

- GOVA and GOVA Plus provide convenience and safety, as well as better connected neighborhoods and communities with a focus on inclusivity, infrastructure investments, connection of pedestrian and cycling links and supporting future land and economic development.
- Public transit contributes to reduction in greenhouse gases and a reduced carbon footprint through reductions in air pollution and traffic congestion, and is more fuel efficient per passenger mile

Service Category Overview

Transit services are traditionally administered and provided by municipalities. Some services are contracted out (GOVA Plus and GOVA Zone)

Budget		Staffing	
Operating Cost	20,499,472	Full time	101
Internal Recoveries	3,432,347	Part time hrs	69,594
Total Cost	23,931,819	Overtime	3,458
Revenue	(9,947,836)		
Net Levy	13,983,983		

Performance Measures

- Number of regular service passenger trips per capita in service area: 27.1 (GOVA) 0.86 (GOVA Plus)
- Revenue vehicle hour per capita in service area: 1.12 (GOVA)
- Total cost per revenue vehicle hour: \$134 (GOVA) \$50 (GOVA Plus)
- Ridership total: 4,431,719 (GOVA) 130,000 (GOVA Plus)

- Recovery ratio: 41% (GOVA) 7.1% (GOVA Plus)

Service Level

GOVA

- The service provides transit services 7 days/week, 364 days/year based on a schedule developed through public consultations. The service is provided with 59 vehicles and **delivers approximately 180,000 service hours for the conventional transit system, and nine designed GOVA Zone routes..**

GOVA Plus

- GOVA Plus provides on demand service for riders that require additional support through contracted services. The contract for GOVA Plus services provides for 15 vehicles and delivers approximately 53,000 service hours and provides approximately 130,000 passenger trips on an annual basis.

Activity Level

GOVA

- Provided 4.5M passenger trips in 2018
- Provided 180K service hours in 2018
- Commuter routes Average Rides per Revenue Hour (RRH) 13 passengers
- Urban routes Average Rides per Revenue Hour (RRH) 25 passengers

GOVA Plus

- Provided 130,000 passenger trips in 2018
- Provided 53,000 service hours in 2018
- Average Rides per Revenue Hour (RRH) 2.15 passengers

Organizational Unit	Community Development
Enterprise Program	Public Safety
Service	Crossing Guards
Service Category	Traditional

Service Overview

- School crossing guards direct and supervise the movement of persons (as defined in the Highway Traffic Act) across a public road by creating necessary gaps in vehicular traffic to provide safe passage at a designated school crossing location.

Service Value

- A School Crossing provides a form of traffic control where school children are supervised in order to facilitate a safe crossing of a roadway.

Service Category Overview

The Ontario Highway Traffic Act governs the rules of the road including School Crossings and School Crossing Guards.

Budget		Staffing	
Operating Cost	254,576	Full time	-
Internal Recoveries	-	Part time hrs	12,278
Total Cost	254,576	Overtime	-
Revenue	-		
Net Levy	254,576		

Performance Measures

- A Council approved school crossing warrant system is used to ensure that a safe, reliable and consistent criteria is used for the determination of crossing locations. Requests for new locations are reviewed upon request. Existing locations are reviewed yearly.

Service Level

- The school crossing guard program consists of 31 Guards assisting school aged children crossing a public roadway at 31 locations across the City, as well as 6 spare guards who provide coverage for unexpected absences.

Activity Level

- The school crossing guard program provides safe crossing for approximately 1500 students each school day.

Organizational Unit	Community Development
Enterprise Program	Leisure/Recreation
Service	Arenas
Service Category	Traditional

Service Overview

- Operates and maintains 16 ice pads across 14 municipal arenas, including 7 with community halls attached.
- Oversees the agreement with the Sudbury Wolves Hockey Club for the use and occupation of the Sudbury Community Arena.

Service Value

- Provides opportunities for citizens to access physical recreation and leisure activities.
- Provides economic benefits through semi-pro sporting events, tournaments, concerts, conferences, and other tourism events.

Service Category Overview

Municipalities have been the traditional provider of arena facilities. Other municipalities have entered into third party agreements with the private sector to operate arena facilities. Council has approved the option of contracting a third party operator for the to-be developed Event Centre.

Budget		Staffing	
Operating Cost	9,160,751	Full time	35
Internal Recoveries	568,180	Part time hrs	56,343
Total Cost	9,728,932	Overtime	2,706
Revenue	(5,786,100)		
Net Levy	3,942,832		

Performance Measures

- # of ice pads per 100,000 residents:
CGS: 9.91 MBNCanada average: 5.14
- Ice utilization rate for arenas (prime time): 76.1%
- Ice utilization rate for arenas (overall): 68.9%

Service Level

- Provide 16 pads across 14 facilities
- Total of 51,100 hours available for programming and rentals
- Hosted 79 ticketed events at the Sudbury Community Arena with a total ticket capacity of 311,600
- Operate 7 community halls available for programming and third party booking

Activity Level

- 30,600 hours of ice time rented (2018)
- 190,100 number of tickets sold for Sudbury Community Arena events
- 9,700 hours of event bookings and programming at arena community halls

Notes/Comments/Assumptions

The City's Parks, Open Space and Leisure Master Plan established an ice pad provision level of one ice pad for every 405 youth participants registered (hockey, figure skating, ringette, etc.) For the 2018-2019 season there was a total of 5,892 participants. Based on the recommended service level, there is a city-wide demand for 14.5 rinks, indicating a surplus of approximately 1.5 pads.

Organizational Unit	Community Development
Enterprise Program	Leisure/Recreation
Service	Parks
Service Category	Traditional

Service Overview

Maintenance and operation of parkland, playgrounds, community centres, non-motorized trails, and outdoor rinks.

Service Value

Parks, open space, and leisure facilities are essential contributors to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities.

Service Category Overview

Guiding principles of the City's Parks, Open Space and Leisure Master Plan Review (2014) state that the City will continue to be the primary provider of parks and leisure infrastructure within the community and that the City's natural environment is a key contributor to a healthy community and this asset will be protected and integrated into the leisure system where possible.

Budget		Staffing	
Operating Cost	9,882,010	Full time	31
Internal Recoveries	1,314,729	Part time hrs	97,972
Total Cost	11,196,738	Overtime	-
Revenue	(620,290)		
Net Levy	10,576,448		

Performance Measures

- Hectares of maintained parkland per 100,000 population: 866.25 (MBNCanada average 341.37)
- Operating costs of parks per capita: \$60.97 (MBNCanada average \$63.47)
- Operating cost per hectare of maintained and natural parkland: \$2,456.02 (MBNCanada average \$12,442.09)

Service Level

The City's Parks, Open Space and Leisure Master Plan Review (2014) established a provision level of 4.0 hectares of active (maintained) parkland per 1,000 residents.

Activity Level

- Current activity level of 1,400 hectares of maintained parkland, which equals 7.3 hectares per 1,000 residents.
- Within the 1,400 hectares of maintained parkland, the following amenities are provided
 - 177 km of non-motorized trails
 - 190 playgrounds
 - 166 playfields (baseball & soccer fields)
 - 56 outdoor rinks

Notes/Comments/Assumptions

Organizational Unit	Community Development
Enterprise Program	Leisure/Recreation
Service	Community Grants
Service Category	Traditional

Service Overview

Administration of Community Grants and Healthy Community Initiative Fund (HCI).

Service Value

- Community Grants support a variety of local groups and organizations
- Healthy Community Initiative funds support community-based projects and initiatives that are affordable and promote inclusiveness for the benefit of citizens.

Service Category Overview

HCI allocation of \$50,000 per ward for projects that enhance and promote the advancement of Population Health priorities.

Budget		Staffing	
Operating Cost	1,688,484	Full time	-
Internal Recoveries	94,595	Part time hrs	-
Total Cost	1,783,079	Overtime	-
Revenue	(94,402)		
Net Levy	1,688,677		

Performance Measures

2018 HCI grants supported 98 community events value of \$90,568 and 35 capital projects value of \$443,214 for community recreation facility addition and improvements.

Service Level

Receive/review applications and administer \$600,000 of HCI funds and over \$700,000 in annual grants.

Activity Level

- In 2018, the City approved 35 HCI capital applications with an average value of \$12,663.
- In 2018, the City approved 98 HCI grant applications with an average value of \$924.

In 2018, the City provided annual grants totaling \$738,932 to:

- 37 Neighbourhood Associations
- 9 Seniors Active Living Centres
- 16 Community Action Networks
- 6 Community Centres
- 3 Special Event Organizers
- 2 Youth Centres
- 8 Community Organizations

Notes/Comments/Assumptions

Organizational Unit	Community Development
Enterprise Program	Leisure/Recreation
Service	Recreation
Service Category	Traditional

Service Overview

Provides recreation programming and oversees

- operation of five pools
- two ski hills and ski hill programming
- five fitness centres
- day camps and summer playground programming
- three seasonal trailer parks
- six youth drop-in centres

Service Value

Provides opportunities for citizens to access physical recreation and leisure activities supporting Council's strategic priority of Creating a Healthier Community and advancing the Population Health Priority of Play Opportunities.

Service Category Overview

As per the Parks, Open Space and Leisure Master Plan (2014), the City will generally offer direct leisure programming when there are identified benefits to core markets and the community at large. The City may also be the preferred provider due to reasons of accessibility, affordability, safety, and/or mandate alignment. Priority areas for direct programming offered by the City's Leisure Services Division include:

- aquatic programs and recreational swimming (drop-in)
- fitness and active living programs for all ages
- summer camp programs for children and youth
- downhill skiing and snowboarding lessons

Budget		Staffing	
Operating Cost	7,187,996	Full time	7
Internal Recoveries	313,428	Part time hrs	163,178
Total Cost	7,501,425	Overtime	261
Revenue	(3,163,520)		
Net Levy	4,337,905		

Performance Measures

- Number of Public Swim Visits per Capita: 0.33 (MBNCanada average 1.11)
- Utilization rate for directly provided registered programs: 70.8% (MBNCanada average 75.0%)
- Recreation User Fees as a Percent of Operating Costs: 39.5% (MBNCanada average 28.7%)

Service Level

- 18,720 hours of operation across five (5) pools, capacity of 87,200 aquatic lessons
- 819 hours ski hills operation, capacity of 6,700 ski lessons

- 11,154 hours of fitness centres operation
- 1,100 day camp and 1,200 summer playground spaces available
- 100 seasonal campground spaces
- 4,095 hours of youth centre operation

Activity Level

- Number of public swim visits - 49,993
- Number of aquatic lesson registrations – 71,782
- Number of ski lesson registrations – 1,647
- 887 day camp & 835 summer playground registrations
- Number of participant visits for directly provided registered programs (2018) – 139,031

Notes/Comments/Assumptions

The Therapeutic Pool Feasibility Study (2014) suggested a provision standard of one (1) indoor aquatic centre per 25,000 population. (currently a surplus of 0.5 facilities)

Organizational Unit	Community Development
Enterprise Program	
Service	Cemetery Services
Service Category	Legislated/Regulated/Mandated

Service Overview

- Manages and maintains all plots and burials throughout the city.
- Manages and maintains the Sudbury Mausoleum at Civic Cemetery on Second Avenue.
- Preserves 25 cemeteries

Service Value

Cemeteries are a part of a community's cultural heritage and can act as a place of memorial for family members.

Service Category Overview

Cemeteries are legislated under the Funeral, Burial and Cremation Service Act, 2002 and regulated by the Bereavement Authority of Ontario.

Budget		Staffing	
Operating Cost	1,414,097	Full time	5
Internal Recoveries	170,283	Part time hrs	7,274
Total Cost	1,584,380	Overtime	-
Revenue	(1,521,905)		
Net Levy	62,475		

Performance Measures

Interment sales length of time to complete.
Sales transactions per year.
Turnaround time on maintenance requests.

Service Level

The section maintains 25 cemeteries in the City of Greater Sudbury, of which 18 cemeteries are active with interments. Perform interments throughout the year and complete maintenance requests at the cemetery locations.

Activity Level

The following represents the current inventory available:

Adult Lots - 7,549 of 31,876 (24%)
Child Lots - 195 of 443 (44%)
Cremation Lots - 2,240 of 5,691 (39%)
Crypts - 7 of 788 (1%)
Niches - 998 of 4,354 (23%)

Completed 950 interments
Processed 400 sales transactions
Completed 250 maintenance requests

Notes/Comments/Assumptions

25 Cemetery Locations in the City of Greater Sudbury

Anglican Cemetery	St. Jacques Cemetery
Beaver Lake Cemetery	St. John's Cemetery
Blezard Cemetery	St. Joseph Cemetery
Capreol Cemetery	St. Stanislaus Cemetery
Chelmsford Protestant	Valley East Cemetery
Civic Memorial Cemetery	Wahnapitae Catholic Cemetery
Coniston Catholic Cemetery	Wahnapitae Protestant Cemetery
Eyre Cemetery	Waters Cemetery
Good Shepherd Cemetery	Whitefish Catholic Cemetery
Grassy Lake Cemetery	Whitefish Public Cemetery
Lasalle Cemetery	Ruff Cemetery
Maplecrest Cemetery	Long Lake Cemetery
McFarlane Cemetery	

Organizational Unit	Community Development
Enterprise Program	Child Support
Service	Children Services
Service Category	Legislated/Regulated/Mandated

Service Overview

- Is the provincially-designated early years service system manager responsible for planning and managing licensed child care services and child and family centres.
- Manages and administers the child care subsidy program.
- Evaluates and supports continuous quality improvement in licensed early years programs and EarlyON Child and Family Centres.
- Leads funded projects related to child health and well-being, such as the Healthy Kids Community Challenge and Local Poverty Reduction Fund projects.

Service Value
Service Category Overview

Children Services is provincially-designated to manage child care subsidy, oversee the EarlyON Child and Family Centre program, licenced early years spaces and child health & well-being projects

Budget		Staffing	
Operating Cost	28,167,608	Full time	15
Internal Recoveries	685,886	Part time hrs	3,744
Total Cost	28,853,494	Overtime	-
Revenue	(26,739,220)		
Net Levy	2,114,274		

Performance Measures

of regulated child care spaces in Municipality per 1,000 children = 275.93
 # of fee subsidy child care spaces per 1,000 LICO children = 221.87
 % of spaces that are subsidized = 16.2%
 # of subsidized children served = 2601

Service Level

Administer provincial funding agreement to achieve, for 2018, the following service targets:
 Average monthly number of children served through subsidy = 1422
 Average monthly number of children served through Special Needs Resourcing = 135
 Number of new children accessing expanded spaces = 429

Activity Level

In 2018, the following service targets were achieved:
 Average monthly number of children served through subsidy = 1380

Average monthly number of children served through Special Needs Resourcing = 134
Number of new children accessing expanded spaces = 455

Notes/Comments/Assumptions

Service Level data originates from 2018 Transfer Payment Agreement with the Ministry of Education. A variance of 10% or less is considered acceptable. In 2018, the variance for Avg monthly number of children served through subsidy was 2.9%. The provincial income test used to determine financial eligibility for parents has not been updated since its introduction in 2007. As the assessment tool is not increasing to reflect increases in family incomes, this could have a negative impact on the number of families we are able to serve, as many are deemed ineligible. However, the provincial service targets remain unchanged.

Organizational Unit	Community Development
Enterprise Program	Culture/Heritage
Service	Museums
Service Category	Traditional

Service Overview

- Operates four museums across the city: Anderson Farm, Copper Cliff, Flour Mill and Rayside Balfour.
- Produces public exhibitions, site tours and programming.

Service Value

Museums play a key role in collecting, preserving and interpreting the community's heritage. They represent in part, the existing cultural assets and resources of our community and as such, form the building blocks in preserving our community's heritage.

Service Category Overview

Budget		Staffing	
Operating Cost	257,825	Full time	1
Internal Recoveries	29,540	Part time hrs	3,220
Total Cost	287,365	Overtime	-
Revenue	(20,608)		
Net Levy	266,757		

Performance Measures

Number of hours open to the public
 Number of school tours conducted
 Number of visitors to the museums

Service Level

There are four museums within the community with the following operating hours during the year:

- Anderson Farm Museum - 378 hours
- Flour Mill Museum - 270 hours
- Copper Cliff Museum - 270 hours
- Rayside Balfour Museum - 1,144 hours

Activity Level

- In addition to the above operating hours currently available, tours can be booked by appointment on the off season.
- The Rayside Balfour Museum is co-located with the Azilda Public Library and therefore open year round to the public.
- There were a total of 20,776 visitors to the Anderson Farm Museum and Copper Cliff Museum sites last year. This takes into account regular visitation, school tours, programs, and museum events.

- The Flour Mill Museum was closed to members of the public last year in preparation for its upcoming move. Attendance in 2017 was 250 for July and August
- Attendance at the Rayside-Balfour Museum is not specifically tracked as it is located inside the Azilda Library.
- Attendance for outreach programs/participation in off-site events 1,730 for 2018.

Notes/Comments/Assumptions

Organizational Unit	Community Development
Enterprise Program	Library
Service	Citizen Services
Service Category	Traditional

Service Overview

- Accepts payments for property taxes, water and wastewater, Greater Sudbury Hydro bills, parking fines and more.
- Sells parking and transit passes, lottery, business and animal licences, and garbage bag tags.
- Registers citizens for sports and recreation programs, and books city facilities, including ice time and more.
- Responds to inquiries about City services and programs.

Service Value

Offers one stop shopping and the convenience of municipal services for citizens at locations throughout the city.

Service Category Overview

Service traditionally provided by municipalities. Current configuration, aligned with libraries, as an artifact of amalgamation

Budget		Staffing	
Operating Cost	621,203	Full time	5
Internal Recoveries	60,374	Part time hrs	4,202
Total Cost	681,578	Overtime	-
Revenue	-		
Net Levy	681,578		

Performance Measures

- 1) Number of transactions processed for each municipal service offered at the CSC.
- 2) Total number of patrons per year

Service Level

There are 13 locations across the City of Greater Sudbury that offer library services and 6 of these locations are also Citizen Service Centres. The chart below indicates the annual hours of operation for each location.

Citizen Service Centres offer library services as well as the convenience of municipal services.

Activity Level

- Total number of municipal transactions in 2018 = 53,006
- Total number of patrons in 2018 = 356,848

Notes/Comments/Assumptions

Two categories of locations:

District		Town	
Location	Hours	Location	Hours
Lively CSC	3,162	Garson CSC	2,314
Valley East CSC	3,201	Dowling CSC	2,236
Chelmsford CSC	3,162	Capreol CSC	2,236

Organizational Unit	Community Development
Enterprise Program	Library
Service	Libraries
Service Category	Traditional

Service Overview

- Provides no-charge access to information and recreational resources including books, eBooks, eAudiobooks, movies, magazines, newspapers,
- online databases and tools; including alternative format for individuals who have difficulty reading due to a visual, physical or learning disability.
- Provides no-charge access to internet and offers technology support and instruction for users.
- Delivers workshops, information sessions, events and programs.
-

Service Value

Libraries contributes to education, literacy and life-long learning in communities.

Service Category Overview

Public libraries are established under Public Libraries Act. Greater Sudbury Public Libraries are governed by the Greater Sudbury Public Library Board and receive public library operating grants from the Province through the Ministry of Tourism, Culture and Sport.

Budget		Staffing	
Operating Cost	6,929,453	Full time	43
Internal Recoveries	704,735	Part time hrs	37,455
Total Cost	7,634,187	Overtime	-
Revenue	(700,116)		
Net Levy	6,934,071		

Performance Measures

- 1) Annual Library Uses per Capita
- 2) Electronic Library Uses per Capita
- 3) Non-electronic Library Uses per Capita
- 4) Number of Library Holdings per Capita
- 5) Average Number of Times in Year Circulating Items are Borrowed

Service Level

- There are 13 locations across the City of Greater Sudbury that offer library services and 6 of these locations are also Citizen Service Centres.
- The chart below indicates the annual hours of operation for each location.
- Libraries are important to provide safe space for patrons that contributes towards a healthy community

Activity Level

- Provided over 30,000 hrs of library service
- Total number of visits in 2018 = 702,350
- Total number of electronic visits in 2018 = 310,600
- Total circulation in 2018 = 845,056

Notes/Comments/Assumptions

Three categories of locations:

District		Town		Neighbourhood	
Location	Hours	Location	Hours	Location	Hours
Mackenzie	3,344	Garson CSC	2,314	Coniston	1,144
New Sudbury	3,214	Dowling CSC	2,236	Copper Cliff	1,144
South End	3,214	Capreol CSC	2,236	Azilda	1,144
Lively CSC	3,162		6,786	Levack	1,144
Valley East CSC	3,201				4,576
Chelmsford CSC	3,162				
	19,297				

Organizational Unit	Community Development
Enterprise Program	Long Term Care
Service	Long Term Care
Service Category	Traditional

Service Overview

Pioneer Manor is a 433-bed municipal facility that provides long-term care to residents as outlined by the Long-Term Care Homes Act (LTCHA), 2007. Service mandate is to provide care and accommodation to persons 18 years of age and older who are no longer able to manage in an independent setting.

In addition to 24 hours of nursing care and supervision, Pioneer Manor is required to provide a range of mandated services, including:

- Personal support services
- Dietary services and hydration
- Therapeutic services,
- Required programs that include; falls prevention and management, skin and wound care, continence care and bowel management, pain management, palliative care along with responsive behaviours.
- Resident accommodation services, housekeeping, laundry and maintenance services,
- Contracted services that include; pharmacy, optometry, dentistry, foot care, audiology, respiratory, hairstylist
- Specialized services that include visiting urologist, geriatric psychiatrist, EDOS (Emergency Department Outpatient Services), BSO (Behavioural Supports Ontario)

Service Value

- Pioneer Manor provides high quality medical and nursing care, therapy services, nutritional care and other related resident healthcare in a Long Term Care Home setting in accordance with the MOHLTC Act and regulations.
- Pioneer Manor is committed to promoting healthy aging and well-being through programs and services that focus on all aspects of care (physical, emotional, spiritual, cultural, cognitive/ intellectual, social) and maximize or maintain the independence of the residents.
- The demand for Long Term Care provision continues to grow as well the ALC (Alternate Level of Care) crisis that remains ongoing at Health Sciences North outlines the importance of continuing to strive to meet the needs of adults requiring long term care in our community through the provision of comprehensive, holistic, quality care.

Service Category Overview

- Pioneer Manor is accountable under the Long-Term Care Homes Act (LTCHA), 2007, and Regulation 79/10 to ensure residents receive safe, consistent, high-quality and resident-centered care. In addition, Pioneer Manor is also accountable to the North East Local Health Integration Network (NELHN) under the Local Health System Integration Act, 2006.

Budget		Staffing	
Operating Cost	36,196,580	Full time	256
Internal Recoveries	1,513,926	Part time hrs	237,315
Total Cost	37,710,506	Overtime	-
Revenue	(33,074,249)		
Net Levy	4,636,257		

Performance Measures	
<ul style="list-style-type: none"> • \$201/day cost to provide LTC service – CMI adjusted (2017) *MBNCan median \$248/day • 93% Resident/Family Satisfaction (2017) *MBNCan median 94.9% • 96% of residents responded positively to the question: "Would you recommend this nursing home to others?" (NHCAHPS) • 99% bed occupancy rate maintained 	

Service Level	
<ul style="list-style-type: none"> • Pioneer Manor has 433 LTC beds (406 permanent long-stay beds and 27 interim long-stay beds) • 541 staff and 154 volunteers • The City currently operates 30.3% of the available LTC beds within the Municipality 	
Cost per resident per day - 2018 Budget	
Total municipal Contribution	\$ 26.82
Funded	\$ 207.81
Total	\$ 234.63

Activity Level	
<ul style="list-style-type: none"> • 156, 248 resident bed occupancy days (2018) • 2.5 million medications administered annually, • 130 new resident admissions and 120 internal transfers annually, = 2000 staff hours • 521,220 meals and 316, 090 snacks prepared and served annually • Over 60,000 resident contacts / participation in programs and activities. • 824 Physiotherapy (PT) annual referrals, with ~ 48% on physio treatment programs • 1904 Occupational Therapy (OT) annual referrals, with ~ 7700 treatment visits • 1.5 million lbs of laundry cleaned annually - • 12,000 maintenance work orders completed annually • 5827 hours provided by volunteers in 2018 	
Cost per resident per day - 2018 Actuals	
Total municipal Contribution	\$ 31.54
Funded	\$ 209.55
Total	\$ 241.09

Notes/Comments/Assumptions	
<ul style="list-style-type: none"> • The LTCHA requires Southern Ontario municipalities to establish and maintain a municipal LTC Home; the requirement to establish a LTC Home for Northern municipalities is optional. • The 27 interim beds are funded directly from the NELHIN on a 5 year contract to ease ALC pressures at HSN. The current interim bed contract will expire in April 2021. • The 2018 MBNCan data has not yet been publically released. The Cities cost to provide LTC will increase to \$218/day for Pioneer Manor in 2018. 	

- Long-Term Care Home Quality Inspection Program – The MOHLTC conducts complaint, critical incident, follow up, comprehensive and other types of inspections at all LTC Homes. On average Pioneer Manor will have 4 onsite inspections per year, not including inspection follow ups completed via phone. This equates to having MOHLTC inspections onsite for 30 days a year requiring significant resource time from management and staff.

Organizational Unit	Community Development
Enterprise Program	Social Support
Service	Emergency Shelters & Homelessness
Service Category	Traditional

Service Overview

Oversees emergency shelters and homelessness initiatives across the community, actively coordinating programs and initiatives for the most vulnerable residents in the community.

Service Value

- Manages contracts for homeless shelters and homelessness programs with community partners.
- Administers programs focused on homelessness prevention and provides direct financial support to those experiencing homelessness, provincially funded through the Community Homelessness Prevention Initiative (CHPI)

Service Category Overview

Supports vulnerable population to increase their stability in health, housing and social areas so that they may be able to obtain and retain permanent housing and attain economic independence .

Budget		Staffing	
Operating Cost	4,235,845	Full time	-
Internal Recoveries	(86,000)	Part time hrs	-
Total Cost	4,149,845	Overtime	-
Revenue	(3,580,515)		
Net Levy	569,330		

Performance Measures

Average nightly number of emergency shelter beds available per 100,000 population: 49
 Number of households supported by CHPI homelessness prevention funding & average amount: 1599 households supported at average of \$825
 Number of People Leaving Homelessness (permanently housed and inactive) - (Indicator currently in development):

Service Level

- 2019 budget, the total number of emergency shelter beds is 64 year-round plus 30 during winter months. Total of \$1,320,243 in funding for homelessness prevention.
- The plan for 2020 is to have 72 year-round permanent shelter beds in accordance with recommendations from a recent shelter system evaluation.(30 adult, 26 women & families, 16 youth)

Activity Level

- 831 people used an emergency shelter in 2018. 1599 people were supported through homelessness prevention program.
- Program had 133% occupancy in 2018

Notes/Comments/Assumptions

- The Provincial Government revenue came in approximately \$120,000 less than the 2019 budget projection. Number of funded shelter beds will change based on recommendations from Emergency Shelter System Review.
- Shelter staff allocation in service contract in the Ontario Works budget.

Organizational Unit	Community Development
Enterprise Program	Social Support
Service	Ontario Works Program Delivery
Service Category	Legislated/Regulated/Mandated

Service Overview

- Administers all aspects of the Ontario Works Program, including financial and employment assistance to eligible clients in order to meet provincially mandated program outcomes.
- Supports Ontario Disability Support Program (ODSP) non-disable adults through mandated employment assistance supports.
- Support for community drug strategy and assist in monitoring and evaluation of community drug strategy
- Management of needle pick-up service and community Bio bins.

Service Value

Document, review, monitor and determine eligibility for Ontario Works and allied programs. Assist Ontario Works participants in achieving self-sustainability through the development and ongoing monitoring of individual case plans

Service Category Overview

Administers programs to eligible clients in order to meet provincially mandated program outcomes through funding provided by the Ministry of Children, Community and Social Services.

Budget		Staffing	
Operating Cost	42,201,230	Full time	86
Internal Recoveries	1,649,675	Part time hrs	-
Total Cost	43,850,905	Overtime	-
Revenue	(38,858,416)		
Net Levy	4,992,489		

Performance Measures

The Performance Measures for Ontario Works are determined through the Service Contract with the Ministry of Community and Social Services. The following four outcome targets are tracked by the Province.

- Percentage of Caseload with Employment Earnings - 10.72%
- Percentage of Terminations Exiting to Employment - 10.69%
- Average Monthly Employment Earnings per Case - \$794.59
- Percentage Caseload Exiting to Employment - 0.69%
- A comparison of year to date averages to the 2019 targets find that as of August 2019, the Social Services Division is exceeding three of the four targets: average monthly employment earnings per case; percentage of terminations exiting to employment and the percentage of caseload exiting to employment. The percentage of caseload with employment earnings is below the target by 0.62%.
- Actual Numbers Year to Date (Aug 2019)
- Percentage of Caseload with Employment Earnings – 10.10%
- Percentage of Terminations Exiting to Employment – 18.01%
- Average Monthly Employment Earnings per Case - \$799.31
- Percentage Caseload Exiting to Employment – 1.02%

Service Level

The Social Services Division has seen a stable Service Level of clients served over the past three years as follows:

- Average Caseload for 2016: 3450
- Average Caseload for 2017: 3401
- Average Caseload for 2018: 3409
- Number of Caseworkers: 42

Total Municipal Cost Share of 42 Caseworkers: \$1,884,059

*** Note Municipal Cost Share is (50/50) with the Province.*

Activity Level

The 2019 Average caseload for Social Services has remained in line with previous years actuals at 3439 as of July.

Notes/Comments/Assumptions

Organizational Unit	Community Development
Enterprise Program	Housing
Service	Housing Operations
Service Category	Traditional

Service Overview

- Develops, implements and enforces local social housing rules and provincial policies.
- Provides direction, training and education to stakeholders, social housing providers and the public.
- Oversees the Rent Supplement and Housing Allowance programs.
- Delivers municipally, provincially and federally funded community housing programs.

Service Value

Community housing ensures that low income households have access to housing. Housing Services staff ensure that local non-profit and cooperative housing providers comply with applicable legislation, regulations and program requirements.

Service Category Overview

Subsidies are provided through municipal, provincial and federal funding in order for community housing to be accessible to low income households. Community housing programs are mandated by the Ministry of Municipal Affairs and Housing and the Housing Services Act, 2011.

Budget		Staffing	
Operating Cost	4,919,216	Full time	-
Internal Recoveries	-	Part time hrs	-
Total Cost	4,919,216	Overtime	-
Revenue	-		
Net Levy	4,919,216		

Performance Measures

- Social housing operating cost (administration & subsidy) per housing unit.
- Non profit operational reviews completed annually.
- Number of social housing units per 1,000 households
- Social housing subsidy per social housing unit

Service Level

- The City of Greater Sudbury is legislated to have 3603 households at or below the household income limit, of which 2,151 must be high needs households.
- The City must also have 155 modified units within its portfolio.
- 4,799 units (2,997 rent geared to income, 731 low end of market, 694 rent supplement, 297 affordable housing, 63 housing allowance, and 17 portable housing benefit units).

Activity Level

- Approximately 36 social housing provider budgets are reviewed each year.
- 45 year end reviews are completed on social housing and AHP providers on an annual basis.
- 4 operational reviews are completed annually on the non profit/cooperative housing providers.

- Housing Services is currently working on social housing projects whose last reviews were completed in 2009.

Notes/Comments/Assumptions

- 7) The budget amounts above are based on the 2019 year end budget.
- 8) The operating subsidy for the GSHC of \$4,919,216 has been excluded from operating costs since it is included under Housing Operations.
- 9) Capital subsidy of \$2,831,478 for the GSHC is included under operating costs.
- 10) Rent supplement subsidy of \$3,347,952 for the GSHC is included under operating costs.
- 11) Included in operating costs and revenue is \$4,503,377 of program funding which is a flow through.
- 12) Excluded from operating costs are 3 full time registry staff who are included as Housing Registry.

Growth and Infrastructure

Organizational Unit	Growth & Infrastructure
Enterprise Program	Transportation-Public Safety
Service	Roads – Operations and Maintenance
Service Category	Traditional

Service Overview

Maintenance and Operation of the City's roadways, bridges, storm sewers, ditches, road culverts(except for drainage infrastructure that is the responsibility of Conservation Sudbury), sidewalks, bike lanes on roadways, street lighting, road signage, street trees, and public works depots with a combination of internal and contracted resources.

Service Value

Maintenance and operation of the City's roadways and associated infrastructure ensures that a transportation network and storm conveyance system is available throughout the community in a manner that preserves the health and safety of the community, prevents negative impacts to the environment, and provides for a sustainable and growing economy.

Service Category Overview

- Municipalities own and operate roadways in accordance with the Municipal Act as an essential component of a City's transportation network;
- Summer road maintenance is in general conformance with provincial regulations for minimum maintenance standards (MMS), City policy and/or industry best practices;
- Winter maintenance for roadways and associated infrastructure is in accordance with MMS, Council approved service levels, industry best practices and an essential component of road user safety and economic sustainability;
- All discharges of storm water to the natural environment are regulated under the Ontario Water Resources Act.
- Sewer Use By-law 2010-188 protects the environment, residents and the treatment systems from dangerous conditions, damage, breakdown and contamination.

Budget

Operating Cost	32,737,405
Internal Recoveries	6,864,325
Total Cost	39,601,730
Revenue	(364,364)
Net Levy	39,237,366

Staffing

Full time	128
Part time hrs	42,284
Overtime	-

Performance Measures

Total cost for roads - all functions per lane Km: \$21,958

Service Level

Operate and maintain approximately 3,600 lane km of roadways, 440 km of sidewalks, 458 km of storm drainage piping (doesn't include road cross culverts) in accordance with applicable regulations, MMS, industry best practices and/or Council approved policy, with enough resources to ensure systems operate on a 24/7 basis, and meet the following service objectives:

- Plowing, sanding and salting with response times dependent on the classification of roadway, generally described as 8 hours for class 1 to 3 roadways or 24 hours for class 4 to 6 roadways following the end of the snow fall;
- Remove snow as required to maintain adequate safe sight lines at intersections, to maintain adequate roadway widths for safe passage of vehicles, and to remove snow banks within downtown business areas to allow for adequate parking and pedestrian mobility;
- Perform winter maintenance on 80% of the sidewalk network, generally within 24 hours following the end of the snow fall;
- Perform pothole repairs in conformance with the guidelines set out in the MMS;
- Remove winter sand via street sweeping from roadways within 6 weeks following the end of the winter season
- Perform line painting and roadway paint markings annually between May and November;
- Replace or repair approximately 10% of all road regulatory signs each year;
- Replace approximately 5% of road crossing culverts annually;
- Remove approximately 400 aged or fallen trees within the roadway, and plant approximately 500 new trees annually, including trees in new subdivisions; Grade gravel roadways 10 times annually;
- Resurface 10% of gravel roads annually;
- Apply dust suppressants on gravel roads twice annually;
- Flail mowing of all grass shoulders and ditches at least annually;
- Replace 5% of all curb and sidewalk annually;
- Ditching on 10% of ditches annually;
- Inspect and clean bridge foundations and bearings annually;
- Clean and inspect storm maintenance holes and catch basin twice annually.

Activity Level

The following summary of activity represents an average from the previous three years of service in relation to Council approved policy, Minimum Maintenance Standards and/or Industry Best Practices:

- Responded to an average of 15 major winter events annually on roadways within Council approved policy.
- Performed snow removal annually as per the minimum lane width requirements defined in the Minimum Maintenance Standards
- Responded to an average of 15 major winter events annually on area sidewalks generally within Council approved policy.

- Repaired an average of 55,000 potholes annually typically in conformance with the standards set out in the Minimum Maintenance Standards
- Remove winter sand on all roadways via street sweeping within 9 weeks.
- Perform line painting once annually between May and November;
- Paint approximately 75% of all special road markings;
- Replace or repair approximately 5% of all road regulatory signs each year;
- Replace approximately 3% of road crossing culverts annually;
- Remove approximately 500 aged or fallen trees within the roadway, and plant approximately 300 new trees annually, including trees in new subdivisions;
- Gravel grading approximately 9 times annually;
- Resurface approximately 1% of gravel roadways
- Dust control on 58% of gravel roadways annually;
- Flail mowing of 50% of grass shoulders and ditches annually;
- Replace approximately 2.5% of all curb and sidewalk annually;
- Ditching on 4% of ditches annually;
- Inspect and clean 100% of bridges annually;
- Clean and inspect 10% of storm sewers annually;

Notes/Comments/Assumptions:

In 2012 the former Roads and Transportation Department with KPMG prepared a report called the "Financial Planning for Municipal Roads, Structures and Related Infrastructure" that utilized a zero-based budget approach with industry best maintenance practices to determine where the current roads maintenance program stands versus where it should be. At the time, the report identified a 4 million dollar shortfall in the summer maintenance program. In this exercise, staff utilized that approach with updated data to establish the budget shortfall today (2019). The overall shortfall was calculated with updated pricing for materials, labour, equipment and contractors and is approximately \$6 million. The following summer road maintenance activities reflects highlights the areas with the greatest gap between current budget and budget based on industry best practices:

- Asphalt Patching - Contract; \$403,747
- Loose Top Surface Maintenance; \$1,065,823
- Stormwater Maintenance - Structures; \$503,886 - as per latest O&M
- Stormwater Maintenance - Ditches; \$601,220 - as per latest O&M
- Stormwater Maintenance - Culverts; \$356,641 - as per latest O&M
- Stormwater Maintenance - Storm Sewers; \$218,075 - as per latest O&M

Organizational Unit	Growth & Infrastructure
Enterprise Program	Public Safety
Service	Distribution & Collection Operations and Maintenance
Service Category	Traditional

Service Overview

Maintenance and Operation of the City's water distribution and wastewater collection network with a combination of internal staff, resources and contract services.

Service Value

Maintenance and operation of the City's water distribution and wastewater collection network ensures the delivery of drinking water from the plants to the consumers and the collection of wastewater from properties to the treatment facilities, in a manner that preserves the health and safety of the community, prevents harmful discharges to the environment, contributes to the communities fire response systems, and provides for a sustainable and growing economy.

Service Category Overview

- All drinking water systems are regulated by the Ministry of the Environment, Conservation and Parks (MECP).
- Ontario's Clean Water Act helps protect drinking water.
- All discharges of wastewater to the natural environment are regulated under the Ontario Water Resources Act.
- Sewer Use By-law 2010-188 protects the environment, residents and the wastewater treatment system from dangerous conditions, damage, breakdown and contamination.

Budget		Staffing	
Operating Cost	10,670,357	Full time	7
Internal Recoveries	(10,327,366)	Part time hrs	17,424
Total Cost	342,991	Overtime	-
Revenue	(342,991)		
Net Levy	-		

Performance Measures

- total cost for distribution/transmission of drinking water KM of pipe is \$16,164
- total cost of wastewater collection/conveyance per KM of pipe is \$11,707

Service Level

Operate and maintain approximately 1000 km of watermains, and 800 km of sewer collection pipes in accordance with applicable regulations, with enough resources to ensure systems operate on a 24/7 basis, and meet the following service objectives:

- Flush all dead end watermains once annually and swab 10% of all watermains annually;
- Check all fire hydrants twice annually, and re-paint and refurbish 20% of all hydrants annually;
- Flush and inspect 33% of all sanitary pipes annually;
- Inspect 20% of sewer access structures and 33% of water system valves annually;
- Conduct leak detection on 20% of watermains annually;
- Repair approximately 105 emergency watermain breaks within 24 hours of the service interruption, including immediate temporary repair and, permanent restoration of roadways, sidewalks and private property within same construction season of experienced disruption;
- Thawing approximately 100 frozen service interruptions within 16 hours annually during the winter;
- Respond to approximately 95 sewer back-up service interruptions within 8 hours of requests for service annually;
- Respond to approximately 210 requests for connections to the City's water systems within the community within 48 hours of requests for service.

Activity Level

The following summary of activities represents an average from the previous three years of service

- Flush 60% of dead end watermains and swab 10% annually;
- Check hydrants 3 times annually and refurbish/paint 10% of hydrants annually;
- Inspect and flush 22% of sewer pipes annually;
- Inspect 17% of sewer access structures and 22% of water system valves annually;
- Leak detection conducted on 7% of watermains annually;
- Approximately 95 emergency watermain breaks repaired annually within 24 hours and 10 repairs exceeding 24 hours with 95% of permanent restorations completed within the same construction season;
- Approximately 100 frozen water services restored with average response time of 16 hours;

Notes/Comments/Assumptions:

Staff is currently reviewing all operations and maintenance activities in Distribution and Collection to ensure that our preventative maintenance program is structured properly. As can be seen above, we have found activities in our preventative maintenance program that need to be increased in order to reflect industry best practice. With that being said, 12 additional FTEs were approved in 2019. These additional bodies are projected to increase activities within our preventative maintenance program substantially and help us to better meet industry best practice.

Organizational Unit	Growth & Infrastructure
Enterprise Program	Construction Safety
Service	Engineering Design
Service Category	Traditional

Service Overview

- Provide data management, engineering design and drafting services, capital budgeting and construction project management.
- Develop preliminary capital budgets for infrastructure projects.
- Collect baseline data and performs condition assessments in preparation for project engineering.
- Provide detailed engineering design and drafting services for linear infrastructure projects.
- Manage the tendering and contracting process for all infrastructure capital projects.

Service Value

Engineering design services contribute to the replacement, rehabilitation and renewal of the City's existing infrastructure and, contribute to the development of new infrastructure in a manner that ensures:

- due consideration of value for money;
- regard for environmental and health and safety regulatory requirements; and,
- appropriate levels of stakeholder engagement among consultants, contractors, City staff, property owners and other community stakeholders.

Service Category Overview

- Municipalities traditionally provide this Service. The service is currently being delivered in a hybrid approach, with a mixture of internal and external resources. Typically, the large projects (Maley, MR 35), and specialty projects (bridges, treatment plants, pumping stations) are outsourced.

Budget		Staffing	
Operating Cost	1,911,276	Full time	17
Internal Recoveries	(1,907,576)	Part time hrs	2,097
Total Cost	3,700	Overtime	620
Revenue	(3,700)		
Net Levy	-		

Performance Measures

- Target: 85 % of Capital Contracts completed on schedule
- Target: 85 % of Capital Contracts completed within budget

Service Level

Internal resources with the capacity to;

- Develop drawings and specifications for approximately 30 linear construction projects annually with an estimated contract value of \$50 M

- Manage the tendering and procurement for approximately 40 infrastructure capital projects with approximately 130 locations and an estimated annual total contract value of \$75 M
- Develop preliminary capital cost estimates for approximately 100 infrastructure capital projects annually to assist with the annual budget and asset management plans.

Activity Level

The following summary of activity represents an average from the previous three years of service:

- 25 linear infrastructure projects designed annually with internal resources with an approximate value of \$45M
- 39 infrastructure capital projects with 132 locations and an estimated total construction value of \$70M tendered.
- Approximately 100 capital cost estimates prepared.

Notes/Comments/Assumptions:

Contract = contract documents that are tendered and may include one or more locations

Organizational Unit	Growth & Infrastructure
Enterprise Program	Construction Safety
Service	Engineering Project Delivery
Service Category	Traditional

Service Overview

- Provide project management services throughout the project lifecycle.
- Engage consultants, contractors, City staff, property owners and other community stakeholders to ensure capital projects are managed efficiently.
- Provide one point of contact and communication for inquiries and issue resolution.
- Engage citizens, property owners, community stakeholders, vendors, consultants, contractors and City staff to minimize impacts of capital projects and resolve issues in a timely and mutually beneficial manner.

Service Value

Project Management services contribute to the replacement, rehabilitation and renewal of the City's existing infrastructure and, contribute to the development of new infrastructure in a manner that ensures:

- due consideration of value for money;
- regard for environmental and health and safety regulatory requirements;
- appropriate levels of stakeholder engagement among consultants, contractors, City staff, property owners and other community stakeholders.
- compliance with standards, specifications and contractual obligations and proactively manage change to budget, schedule, scope and quality of deliverables.
- prompt progress payments for quality work and timely correction to deficiencies and warranty issues.
- Management of risk.

Service Category Overview

- Municipalities traditionally provide this Service. The service is required for the delivery of capital projects with internal resources or external resources.

Budget		Staffing	
Operating Cost	1,298,215	Full time	7
Internal Recoveries	(939,016)	Part time hrs	5,481
Total Cost	359,199	Overtime	-
Revenue	(359,199)		
Net Levy	-		

Performance Measures

- Target: 85 % of Capital Contracts completed on schedule
- Target: 85 % of Capital Contracts completed within budget

Service Level

Provide project management for approximately 40 infrastructure capital projects with an estimated annual contract value of \$75M
Activity Level
Over the past two years on average, project management has been provided on approximately 39 infrastructure capital projects with an estimated annual contract value of \$63M:
Notes/Comments/Assumptions:
Contract = contract documents that are tendered and may include one or more locations

Organizational Unit	Growth & Infrastructure
Enterprise Program	Construction Safety
Service	Construction Services
Service Category	Traditional

Service Overview

- Monitor project progress, quantities and quality of deliverables for all infrastructure capital projects.
- Provide inspection services and coordination of quality assurance testing for capital projects.
- Engage citizens, property owners and other community stakeholders impacted by construction activities.
- Undertake topographic surveys.
- Monitor connection to City systems.

Service Value

Construction Inspection services contribute to the replacement, rehabilitation and renewal of the City's existing infrastructure and, contribute to the development of new infrastructure in a manner that ensures:

- due consideration of value for money;
- regard for environmental and health and safety regulatory requirements;
- appropriate levels of stakeholder engagement among consultants, contractors, City staff, property owners and other community stakeholders.
- Ensures compliance with standards, specifications and contractual obligations.
- Prepare progress payments.
- Collect design information.

Service Category Overview

- Municipalities traditionally provide this Service. The service is currently being delivered in a hybrid approach, with a mixture of internal and external resources. Typically, the large projects (Maley, MR 35), and specialty projects (bridges, treatment plants, pumping stations) are outsourced.

Budget		Staffing	
Operating Cost	2,234,300	Full time	18
Internal Recoveries	(2,201,932)	Part time hrs	3,808
Total Cost	32,368	Overtime	1,928
Revenue	(32,368)		
Net Levy	-		

Performance Measures

- Target: 85 % of Capital Contracts completed on schedule
- Target: 85 % of Capital Contracts completed within budget
- Target: 85 % of Capital Locations completed on schedule

Service Level

Internal resources with capacity to:

- Provide inspection services for approximately 30 infrastructure capital projects annually with an estimated value of \$50M
- Perform detailed topographic surveys for pre-design, and as-built conditions of approximately 60 locations per year

Activity Level

The following summary of activity represents an average from the previous three years of service:

- Provided inspection services for approximately 25 infrastructure capital projects annually with an estimated value \$45M
- Performed detailed surveys for pre-design, and as-built conditions of approximately 70 locations per year.

Notes/Comments/Assumptions:

Contract = contract documents that are tendered and may include one or more locations

Organizational Unit	Growth & Infrastructure
Enterprise Program	Transportation-Public Safety
Service	Infrastructure Capital Planning
Service Category	Traditional

Service Overview

Develop Asset Management Plans and Long-Range Master Plans for the City's transportation network and bridges, drainage conveyance controls and treatment systems, water supply and distribution systems, wastewater collection and treatment systems.

Develop short and long-term infrastructure Capital Budget Plans.

Serve as sponsor for the implementation of the annual capital infrastructure implementation program.

Service Value

Asset Management Planning ensures that the City's infrastructure is adequately and cost-effectively maintained, refurbished, enhanced, and replaced to meet the needs of the community, protects public health and safety, and mitigates the potential for negative impact to the environment.

Long Term Capital Planning ensures the City's infrastructure systems are cost effectively upgraded to meet the long term growth estimates supporting economic sustainability, in a manner that respects public health and safety, and mitigates the potential for negative impact to the environment.

Sponsoring the annual infrastructure capital implementation program ensures independent oversight of the capital program schedule, scope and value for money aspect, and ensures the annual program meets the needs of the asset management plans and master plans.

Service Category Overview

These traditional services have become essential to the business of a modern and efficient municipality. Asset management planning is necessary for compliance with provincial regulations, and it also is a necessary component of maintaining public infrastructure in acceptable condition.

Master Planning ensures that public infrastructure meets the needs of a growing and prosperous municipality while ensuring that upgrades meet legislative and regulatory requirements.

Budget		Staffing	
Operating Cost	2,686,007	Full time	13
Internal Recoveries	2,925,094	Part time hrs	12,981
Total Cost	5,611,101	Overtime	-
Revenue	(50,000)		
Net Levy	5,561,101		

Performance Measures

1. Improvement in condition rating of paved lane Km where condition is rated as good to very good 39%

2. Improvement in condition rating of bridges, culverts and viaducts where condition is rated as good to very good 66%.
3. Improve the condition of water and wastewater systems. 25% and 23% respectively of total network are in very poor condition and surpassing the useful life.
4. Compliance with regulatory requirements for water, wastewater and drainage systems.
5. Inflow / Infiltration reduction in sanitary collection systems from 0.058- 0.025 l/s/m of pipe to below 0.012 l/s/m of pipe
6. Target 15% Leakage Rate in water distribution systems.

Service Level

Internal resources with capacity to:

1. Complete Pavement Condition Index (PCI) every 2 years for 3762 km of transportation network
2. Complete bridge condition assessment every 2 years for 182 bridges
3. Develop and implement condition assessment for 458 km of drainage conveyance, 997 km of water mains, 791 km of sewer mains, 143 water and wastewater facilities.
4. Oversee studies, Master Plans and Asset Management Plans including the planning and delivery of all capital projects for City's transportation network and bridges, drainage conveyance controls and treatment systems, water supply and distribution systems, wastewater collection and treatment systems.
5. Development approvals: reviewed, analyzed and made recommendations on 57 major land use applications.
6. Committee of Adjustment/Consent Official: reviewed, analyzed and made recommendations /decisions on 210 minor variance, sign variance and consent applications.
7. Development Engineering: reviewed, analyzed and made comments and recommendations /decisions on 3190 applications.
8. Develop annual capital program and long term financial plan for roads, bridges, drainage, water and wastewater infrastructures.

Activity Level

1. Develop and update 4 Asset Management Plans on ongoing basis for roads, bridges, drainage, water and wastewater infrastructure.
2. Develop and update 4 Master Plans every 5 years as well as studies related to roads, bridges, drainage, water and wastewater infrastructure.
3. Collect and analyze condition data and performance requirements to support infrastructure project planning and delivery.
4. Develop and implement PMAs and DMAs for leakage reduction in water distribution systems
5. Develop and implement flow monitoring and system rehabilitation programs to reduce inflow and infiltration in wastewater collection systems
6. Provide sponsorship and act as owner responsible for infrastructure assets for rehabilitation/renewal of roads, bridges, drainage, water distribution and wastewater collection systems, and water and wastewater treatment facilities.
7. Develop and utilize risk based prioritization tools to facilitate infrastructure capital planning
8. Operate and maintain 188 km of municipal drains.
9. Development approvals: review, analyze and make recommendations on up to 80 major land use planning applications per year.
10. Development Engineering: review, analyze and make comments/recommendations/decisions on up to 2800 applications/requests for comment per year.

Notes/Comments/Assumptions:

The development approval, Committee adjustment and development engineering numbers should reflect the ones used by planning Services as we review the same number of applications/requests. Inflow and Infiltration varies dependent on wastewater system. Same can be said on water side for leakage.

Organizational Unit	Growth and Infrastructure
Enterprise Program	Transportation – Public Safety
Service	Transportation & Innovation
Service Category	Traditional

Service Overview

Develop and implement transportation systems that allow for the safe and efficient movement of people and goods throughout the City's transportation network, including traffic controls, traffic calming programs, active transportation systems and street lighting.

Manage private applications for work within the City's road allowance, and manage the utility location requirements for City owned buried infrastructure.

Review performance data within the Growth and Infrastructure Department to assist with identification and implementation business process improvements.

Service Value

Develop, review and update the City's transportation system to allow for the safe and efficient movement of people and goods, with due regard for all modes of transportation, and the environment.

Managing applications for work in the City's road allowance ensures the safe relationship of private work within our public road systems, allows for the continued economic growth of the community, and minimizes negative impact to the environment.

The business process improvement team provides resources to assist all divisions of the Growth and Infrastructure Department to implement continuous improvement, to consider best practices, and to implement changes expeditiously.

Service Category Overview

These traditional services have become essential to the business of a modern and efficient municipality. Transportation systems must address the competing needs of various road users, must consider the requirements for access and egress to properties, and are expected to follow best practice in the transportation sector.

Issuing permits for work within the public road allowance is required to balance risk to the corporation with the needs of the business sector.

Business improvement through comprehensive data analytics, and identification of opportunities for business efficiency meets the growing expectations of stakeholders that interact with public infrastructure.

Budget		Staffing	
Operating Cost	1,344,907	Full time	10
Internal Recoveries	(474,387)	Part time hrs	6,797
Total Cost	870,520	Overtime	100
Revenue	(388,307)		
Net Levy	482,213		

Performance Measures
<ul style="list-style-type: none"> Total number of on-road collisions per 100,000 population: 1,120
Service Level
<p>Internal resources with capacity to:</p> <ul style="list-style-type: none"> Manage 125 signalized intersections to ensure they operate on a 24/7 basis including coordination of contract resources for repair and new installations; Manage the Road Safety program including completing the annual audit, process approximately 500 requests for road safety improvements from residents and produce approximately 25 Operations Committee reports per year; Review and comment on approximately 3,100 development applications for connection to the existing public road systems annually; Process approximately 700 permits for road occupancy annually. Process approximately 6,000 requests for utility locates annually. Manage the City's Active Transportation program including advocacy, education and program development, and serving as sponsor for the design and development of 500 meters of new sidewalk, 10 km of new cycling infrastructure and complete one traffic calming project per year Perform business analytics of 12 City programs and business process to identify opportunities for business process improvements.
Activity Level
<p>2018 Activity Level</p> <ul style="list-style-type: none"> Completed semi-annual inspections on all 125 signalized intersections and responded to 486 service requests related to the traffic signal system Responded to 675 calls from the public in regards to road safety and produced 14 Operations Committee reports Reviewed and commented on 3,190 development applications for connection to the existing public road systems; Processed 727 permits for road occupancy. Processed 6,472 requests for utility locates. Designed and developed 650 meters of new sidewalk, 16 km of new cycling infrastructure, 2 new pedestrian crossovers and completed two traffic calming projects
Notes/Comments/Assumptions
<ul style="list-style-type: none"> Response to calls from the public only considers calls captured through the current CRM and does not include direct calls, emails or requests through councillors Due to 2018 election, Operations Committee stopped meeting in July

Organizational Unit	Growth & Infrastructure
Enterprise Program	Governance & Civic Engagement/Information Management
Service	Community & Strategic Planning
Service Category	Traditional

Service Overview

- Long Range Planning: Develops and maintains statutory and strategic plans that guide development and investment in the City including the Official Plan, Downtown Master Plan, Community Improvement Plans (CIP) and the Policy on Development Cost Sharing. It administers grant programs and provides land use planning and data support to other CGS business units.
- GIS and Data Analytics: Maintains enterprise GIS data sets and provides data analytics services to CGS business units and external stakeholders.
- Surveys and Mapping: Maintains, expands and supports the City's survey control network, topographic maps and aerial photography.

Service Value

- Long Range Planning: Ensures Greater Sudbury is planned and developed in a sustainable manner consistent with provincial and local policies and priorities.
- GIS and Data Analytics: Develops and maintains key enterprise GIS and statistical data sets that are consumed corporately and externally to inform evidence based decision making.
- Surveys and Mapping: Develops and maintains a survey control network and aerial mapping information that is relied upon by internal and external users for development projects in Greater Sudbury.

Service Category Overview

- Long Range Planning: The Planning Act requires the City to adopt and maintain an Official Plan. All by-laws adopted by Council and public works undertaken by the City are required to be consistent with the Official Plan. The section prepares and maintains other strategic plans, as directed by City Council and administers grant programs, consistent with provincial and local law and policies.
- GIS and Data Analytics: Enterprise data sets (i.e. linear infrastructure, municipal addresses, property fabric) are the foundation of a number of CGS platforms including City Works and Geocortex and support other legislative decision making.
- Surveys and Mapping: CGS is a Survey Control Agency for the Province of Ontario and develops and maintains a control survey network used for legal surveying in the City.

Budget

Operating Cost	4,134,766
Internal Recoveries	9,880
Total Cost	4,144,646
Revenue	(1,102,467)
Net Levy	3,042,179

Staffing

Full time	15
Part time hrs	1,827
Overtime	-

Performance Measures
<ul style="list-style-type: none"> • Total cost for services per capita: \$17.13 • Currency of planning documents: Up to date • Effectiveness of Policies: % of agricultural land preserved: 100%, % of new residential units in settlement area: 85.3%, Residential built up growth vs. green field growth: 69.5%, Non-residential built up growth vs. green field growth: 76.5%, Public Investment in Downtown and Town Centres: \$700,000, Private investment in Downtown and Town Centres: \$30M.
Service Level
<ul style="list-style-type: none"> • Long Range Planning: Develop and administer 5-10 land use policy projects annually. Support another 10 CGS policy projects annually. Administer approximately 15 new grant applications annually. • GIS and Data Analytics: Maintain 25 enterprise data sets and provide support to internal and external clients. • Surveys and Mapping: Install 40-50 new survey monuments and update 200 sq.km. of aerial photography annually. Fulfill over 250 data request annually.
Activity Level
<ul style="list-style-type: none"> • Long Range Planning: Led 6 major policy projects, supported 11 CGS projects and administered 14 new grant applications. • GIS and Data Analytics: Maintained the currency of over 25 enterprise data sets and supported internal/external clients, including 4 applications to improve customer service. • Surveys and Mapping: Installed 44 new survey control monuments, updated 192 sq.km of aerial photography and fulfilled 248 mapping data requests.
Notes/Comments/Assumptions:
<ul style="list-style-type: none"> • All activity level figures are based on 2018 data. • Amount of private investment is based on the total estimated value of the project. • Private investment amount also Includes the projects at 20 and 30 St. Anne Road, which are valued at approximately \$23,000,000. • Number of policy projects completed in any year is influenced by the scope and complexity of the project.

Organizational Unit	Growth & Infrastructure
Enterprise Program	Property Development
Service	Environmental Planning
Service Category	Traditional

Service Overview

- EarthCare Sudbury: delivers practical, positive messaging on environmental sustainability and climate adaptation to residents directly and indirectly in collaboration with over 150 local partner organizations.
- Regreening: leads the ecological recovery of local industrially damaged lands.
- Lake Water Quality: monitors 66 city lakes to assess their environmental health, develops lake protective policies, and delivers and supports community-based lake stewardship initiatives. This section also reviews and provides environmental comments on all land use planning applications..

Service Value

- EarthCare Sudbury: leads Greater Sudbury's transformation into a sustainable and climate adapted community through collaborative efforts with various City divisions, schools and over 150 partner organizations for almost 20 years.
- Regreening: remediates impaired watersheds, making the City more liveable and sustainable and improving the ecological quality of land, rivers and lakes.
- Lake Water Quality: contributes to lake water quality enhancements through monitoring and community engagement.

Service Category Overview

Environmental planning ensures that development, including infrastructure projects, adheres to environmental policies and laws set by all levels of government.

- EarthCare Sudbury: This program was created by the City and community to coordinate community action on environmental issues such as climate change.
- Regreening: This public-private partnership program was created in 1978 to repair the natural landscape damaged by historic mining activities. The program also contributes to other strategic objectives such as climate mitigation and adaptation and stormwater management.
- Lake Water Quality: This program was created to support lake water quality enhancements through monitoring which supports evidence based decision making and community engagement.

Budget		Staffing	
Operating Cost	1,706,236	Full time	5
Internal Recoveries	103,378	Part time hrs	15,346
Total Cost	1,809,615	Overtime	-
Revenue	(763,544)		
Net Levy	1,046,071		

Performance Measures

- EarthCare: Service level met: 60% of adult residents are reached annually with environmental messaging. 99% of local schools have engaged in EarthCare initiatives since 2012.
- Regreening: Service level met: 48% of initial impaired land being regenerated since 1978.

- Water Quality: Service level met: 18% of 66 regularly monitored lakes show a decreasing trend in phosphorous concentration; 81% are stable.

Service Level

- EarthCare: Annually, one half of citizens are reached with practical messages on sustainability and climate adaptation through EarthCare Minute and Green Living magazine. Host Water Festival for ⅓ of local schools.
- Regreening: Funding permits annual seedling planting on 360 to 430 hectares of impaired land and treating 6 to 20 hectares with limestone.
- Lake Water Quality: Annual phosphorus sampling on approximately 40 lakes/year and aquatic plant surveys and oxygen sampling on 1 to 3 lakes/year.

Activity Level

- EarthCare: 37% of local schools participated in Children's Water Festival; EarthCare Minutes aired on CTV over 23 weeks and reached 61% of adult residents; Green Living magazine distributed to 68% of local households.
- Regreening: planted 126,000 seedlings on 252 hectares of impaired land and applied limestone on 6.8 hectares.
- Lake water quality: sampled 37 lakes for phosphorous and detailed survey of aquatic plants conducted on 1 lake.

Notes/Comments/Assumptions:

- All activity level figures are based on 2018 data.
- Amount of land regreened in any one year is dependent on remoteness of treatment sites.
- Number of lakes surveyed for aquatic vegetation in any given year is dependent on lake area.

Organizational Unit	Growth & Infrastructure
Enterprise Program	Property Development
Service	Development Approvals
Service Category	Traditional

Service Overview

- Development Approvals: provides information/advice to developers, stakeholders and the public; reviews, analyses and provides professional advice on OPA's, Rezoning, Plans of Subdivision and Condominium.
- Committee of Adjustment/Consent Official: provides information/advice to developers, stakeholders and the public; reviews, analyses and makes recommendations on minor/sign variance applications and decisions on consent/validation of title applications.
- Development Engineering: works with developers and other professionals to review, analyze, approve and implement site plans, plans of subdivision and condominium, lot grading plans, utility installation plans and municipal addressing. Provides comment on planning and building applications.

Service Value

Ensures that Greater Sudbury is developed in a sustainable manner - one that reinforces our regional role, encourages economic growth, fosters high-quality complete and healthy communities, protects the natural environment, builds resiliency to climate change, encourages affordable housing, supports active transportation and public transit and encourages public participation - all consistent with local and provincial priorities and standards.

Service Category Overview

The Development Approvals support the delivery of City Council's delegated or exempted authorities from the Province of Ontario under the Planning Act. This includes supporting the decisions of Council, making decisions on matters that have been delegated by City Council to staff (i.e. site plans and consents) and implementing all land use planning decisions. The section also ensures compliance with legislation, regulations, policies, by-laws, professional standards and specifications.

Budget		Staffing	
Operating Cost	2,204,284	Full time	14
Internal Recoveries	(37,693)	Part time hrs	-
Total Cost	2,166,590	Overtime	-
Revenue	(742,140)		
Net Levy	1,424,450		

Performance Measures

Total cost of services per capita: \$8.90

% of Planning Act Applications meeting legislative service standards: 85.3%

Service Level

- Development approvals: review, analyze and make recommendations on up to 80 major land use planning applications per year.
- Committee of Adjustment/Consent Official: review, analyze and make recommendations/decisions on up to 300 minor variance, sign variance and consent applications per year.

- Development Engineering: review, analyze and make comments/recommendations/decisions on up to 2,800 applications/requests for comment per year.

Activity Level

- Development approvals: reviewed, analyzed and made recommendations on 57 major land use applications.
- Committee of Adjustment/Consent Official: reviewed, analyzed and made recommendations/decisions on 210 minor variance, sign variance and consent applications.
Development Engineering: reviewed, analyzed and made comments/recommendations/decisions on 3,190 applications.

Notes/Comments/Assumptions:

- All activity level figures are based on 2018 data.
- % of applications meeting legislative service standards is influenced by the type of application, complexity of application and legislative context, and the volume/quality of submissions received.
- Legislative service standards are the timeframes to appeal "non-decisions" as set out in the Planning Act as it existed in August 2019.

Organizational Unit	Growth & Infrastructure
Enterprise Program	Property Development
Service	Plans Examination
Service Category	Traditional

Service Overview

- Receives and reviews applications for building and demolition permits ensuring the proposed work complies with appropriate regulations.
- Receives, reviews and approves construction drawings ensuring they meet with appropriate regulations
- Ensures approval times adhere to provincially-mandated standards, for example plans examination/approval within 10 working days for single family dwellings.
- Provides front-counter services for residents and developers, including help with permit applications.

Service Value

Ensures compliance with the Ontario Building Code and all other “applicable law” legislation to ensure the fire and life safety of residents, as well as the structural adequacy of construction undertaken in Greater Sudbury.

Facilitates safe and cost effective development within legislative regulations to foster economic development in Greater Sudbury.

Ensures citizens of Sudbury live, work and enjoy themselves within a safely constructed environment to the Ontario Building Code standard including their single most important financial investment, the homes they live in.

Service Category Overview

Provides provincially-mandated administration and enforcement of the Ontario Building Code and other applicable legislation, including the City of Greater Sudbury Zoning, Site Alteration, Property Standards, and Pool Enclosure by-laws.

The Provincially mandated Ontario Building Code Service is fully funded by user fees.

Budget		Staffing	
Operating Cost	730,956	Full time	7
Internal Recoveries	197,002	Part time hrs	-
Total Cost	927,958	Overtime	-
Revenue	-		
Net Levy	927,958		

Performance Measures

- To ensure provincially mandated turn around times established by the Ontario Building Code for building permit issuance.
 - Category 1: Houses (Not Exceeding 3 Storeys/600 Square Meters): 6.16 days (provincial standard is 10 working days)
 - Category 2: Small Buildings (Small Commercial/Industrial Not Exceeding 3 Storeys/600 Square Meters): 12 days (provincial standard is 15 working days)
 - Category 3: Large Buildings (Large Residential / Commercial / Industrial / Institutional): 15.53 days (provincial standard is 20 working days)
 - Category 4: Complex Buildings (Post Disaster Buildings, Including Hospitals, Power/Water, Fire/Police/Ems, Communications): 11.8 days (provincial standard is 30 working days)
- 2018 operating costs for building permits and inspection services per \$1,000 of residential and ICI construction activity: \$13.97
- All responses for Planning Services met Planning Division service levels

Service Level

- Currently we are resourced to examine:
 - 2,215 building permit applications yearly
- Planning review service for Zoning and applicable law issues are resourced to deal with:
 - 114 Site Plan Control Applications
 - 156 Consents
 - 139 Minor Variances
 - 68 Rezoning Applications
 - 7 Draft plans of subdivision

Activity Level

- Review of architectural, structural, mechanical and engineering drawings in 2018 for:
 - 1,915 permit applications
- In 2018 reviewed Building Code, zoning and applicable law issues to provide comments to Planning Division for:
 - 69 Site Plan Control Applications
 - 101 Consents
 - 129 Minor Variances
 - 48 Rezoning Applications
 - 16 Draft plans of subdivision

Notes/Comments/Assumptions:

- Note: Building Services Division is a zero based budget (enterprise model as per OBC Act) which relies solely on user fees to fund its operation.
- Surpluses or deficits are funded from a revenue stabilization reserve, therefore, there is no impact on the levy for its operation.

Organizational Unit	Growth & Infrastructure
Enterprise Program	Property Development
Service	Building Inspections
Service Category	Legislated/Regulated/Mandated

Service Overview

- Enforces compliance of Ontario Building Code and applicable municipal by-laws.
- Conducts inspections at various stages of construction and demolition
- Assists in prosecutions through the courts.
- Conducts inspections of daycare facilities, group homes and other specialized provincially-funded and licensed facilities.
- Assists By-law Enforcement on property standard investigations involving plumbing and structural issues.
- Conducts 311 review of buildings deemed unsafe.

Service Value

- Ensures compliance with the legislation to ensure the safety of residents, as well as the structural adequacy of construction undertaken in Greater Sudbury.
- Facilitates safe and cost effective development within legislative regulations to foster economic development in Greater Sudbury.
- Ensures citizens of Sudbury live, work and enjoy themselves within a safely constructed environment to the Ontario Building Code standard including their single most important financial investment, the homes they live in.

Service Category Overview

- Provides provincially-mandated administration and enforcement of the Ontario Building Code and other applicable legislation, including the City of Greater Sudbury Zoning, Site Alteration, Property Standards, and Pool Enclosure by-laws.
- Issues unsafe orders under the Ontario Building Code and conducts repair or demolition of structures to preserve public safety.
- The Provincially mandated Ontario Building Code Service is fully funded by user fees.

Budget

Operating Cost	989,797
Internal Recoveries	262,669
Total Cost	1,252,466
Revenue	-
Net Levy	1,252,466

Staffing

Full time	10
Part time hrs	5,981
Overtime	155

Performance Measures

- To ensure provincially mandated turn around times established by the Ontario Building Code for building permit issuance. These building permit inspections are mandated to be done within 48 hours of requests received.
- 100% of building inspection requests met time lines dictated under Ontario Building Code.
- Operating costs for building permits and inspection services per \$1,000 of residential and ICI construction activity: \$13.97
- Orders to Comply for Building Code infractions and automated citizen service requests met service level standards.

Service Level

- Currently we are resourced to undertake:
 - 10,000 building inspections per year
 - 150 Orders to Comply to Ontario Building Code infractions
 - 275 Automated Citizen Requests (ACR's) including Orders to Remedy unsafe conditions

Activity Level

- Activity in 2018:
 - 10,353 building inspections mandated by the Ontario Building Code.
 - 176 Orders to Comply issued to Ontario Building Code infractions in 2018.
 - 303 automated citizen service requests handled, including four orders to remedy unsafe conditions for vulnerable occupancies.

Notes/Comments/Assumptions:

- Note: Building Services Division is a zero based budget (enterprise model as per OBC Act) which relies solely on user fees to fund its operation.
- Surpluses or deficits are funded from a revenue stabilization reserve, therefore, there is no impact on the levy for its operation.

Organizational Unit	Growth & Infrastructure
Enterprise Program	Property Development
Service	Building Permits & Approvals
Service Category	Legislated/Regulated/Mandated

Service Overview

- Receives, reviews and processes applications for building and demolition permits ensuring the proposed work complies with appropriate regulations.
- Provides in-person service to residents and developers during the application process.
- Ensures processing times adhere to provincially mandated Ontario Building Code standards.
- Coordinates, tracks, issues and manages the inspection request process.

Service Value

- Ensures compliance with the legislation to ensure the safety of residents, as well as the structural adequacy of construction undertaken in Greater Sudbury.
- Permit Services Clerks are facilitators for all permit applications received and act as first contact and ombudsman for developers, contractors and private citizens as it relates to the building permit process.
- Facilitates safe and cost effective development within legislative regulations to foster economic development in Greater Sudbury.
- Administers and collects development charges for Council as per the Development Charge By-law.
- Provides property searches for local solicitors to assist homeowners in obtaining clear title for property purchases.
- Collects fees for other areas i.e. Conservation Authority, Water & Waste
- Water Division (Source Water Protection) and Engineering Services.

Service Category Overview

- Provides provincially-mandated administration and enforcement of the Ontario Building Code and other applicable legislation, including the City of Greater Sudbury Zoning, Site Alteration, Property Standards, and Pool Enclosure by-laws.
- Provides provincial and federally mandated monthly reports to Statistics Canada and the Municipal Property Assessment Corporation (MPAC).
- Section provides letters of opinion to lawyers on legal non-conforming and zoning confirmations for land use under the Zoning By-law 2010-100Z.
- The Provincially mandated Ontario Building Code Service is fully funded by user fees.

Budget		Staffing	
Operating Cost	1,687,966	Full time	14
Internal Recoveries	361,170	Part time hrs	3,500
Total Cost	2,049,136	Overtime	-
Revenue	(4,229,560)		
Net Levy	(2,180,424)		

Performance Measures

- To ensure provincially mandated turn around times established by the Ontario Building Code for building permit issuance as follows:
 - Category 1: Houses (Not Exceeding 3 Storeys/600 Square Meters): 6.16 days (provincial standard is 10 working days)
 - Category 2: Small Buildings (Small Commercial/Industrial Not Exceeding 3 Storeys/600 Square Meters): 12 days (provincial standard is 15 working days)
 - Category 3: Large Buildings (Large Residential / Commercial / Industrial / Institutional): 15.53 days (provincial standard is 20 working days)
 - Category 4: Complex Buildings (Post Disaster Buildings, Including Hospitals, Power/Water, Fire/Police/Ems, Communications): 11.8 days (provincial standard is 30 working days)
- Operating costs for building permits and inspection services per \$1,000 of residential and ICI construction activity: \$13.97

Service Level

- Currently we are resourced to handle:
 - 2,215 Building Permit applications yearly with a total construction value of 300 million dollars
 - 125,000 phone calls per year
 - 7,000 visitors at the front counter
 - 1,600 lawyers requested property searches per year

Activity Level

- Activity in 2018:
 - 1,915 applications for building and demolition permits with a construction value of \$295 million
 - 130,000 phone calls handled
 - 7,410 visitors attended at the front counter
 - 1,752 lawyer requested property searches completed per year

Notes/Comments/Assumptions:

- Note: Building Services Division is a zero based budget (enterprise model as per OBC Act) which relies solely on user fees to fund its operation.
- Surpluses or deficits are funded from a revenue stabilization reserve, therefore, there is no impact on the levy for its operation.

Organizational Unit	Growth & Infrastructure
Enterprise Program	Public Safety
Service	Water Treatment
Service Category	Legislated/Regulated/Mandated

Service Overview

Provide worry free drinking water to our citizens, our business community and our fire fighting staff at all times by providing:

- **Water treatment**
- **Compliance & Operational Support**

Service Value

- **Water Treatment:** ensures the supply of drinking water to consumers in a manner that preserves the health and safety of the community, prevents harmful impacts to the environment, contributes to the community's fire response systems, and provides for a sustainable and growing economy.
- **Compliance & Operational Support:** ensures the City's operational and maintenance practices comply with applicable regulation and preserve the integrity of the watersheds serving the Drinking Water Systems through appropriate implementation of Source Protection Policy; also ensures that private use of the City's Drinking Water systems and land use practices comply with applicable Municipal by-laws and the Source Protection Plan; includes the Water Meter shop to ensure the integrity of the billing and revenue system for the City's water meters.

Service Category Overview

- **Water Treatment -** Operate and maintain two surface water treatment plants with a combined capacity of 94 ML maximum day, 23 water supply wells with a combined capacity of 18.2 ML maximum day and, 12 booster pump stations and water storage facilities on a 24/7 basis;
- **Compliance & Operational Support:** Ensure sufficient numbers of staff are provincially licensed to perform the necessary site visits, sampling and inspection services to meet regulatory compliance of established municipal, provincial and federal regulations (i.e. Municipal By-Laws, the Safe Drinking Water Act etc). In the Water Meter Shop we maintain the 48,000 residential, Institutional, Commercial and Industrial (ICI) water metering, billing and customer service.

Budget		Staffing	
Operating Cost	17,016,973	Full time	50
Internal Recoveries	21,795,843	Part time hrs	8,443
Total Cost	38,812,816	Overtime	-
Revenue	(38,812,817)		
Net Levy	(1)		

Performance Measures

- Total cost of water treatment/distributed; \$700/ million litres treated annually including Cost of Energy - \$2,000,000/annually and Cost of Chemicals - \$1,000,000/annually
- 100% Ministry of Environment Conservation and Parks (MECP) annual inspection results¹

Service Level

In order to ensure an effective drinking water system 24/7, our staff performs the following, including but not limited to;

Water Treatment Facilities;

- 15, 000 drinking water samples annually to test for bacteria, lead, sodium, trihalomethanes (THM's) and other prescribed organic and inorganic materials;
- 7700 hours of scheduled and corrective maintenance hours; and
- 140 third party regulated maintenance calibrations and checks of flow meters, back flow preventers and related safety equipment

Compliance & Operational Support

- Inspect 25 large diameter water meters for ICI clients
- Inspect 100 small diameter residential meters as a result of stopped water meter work orders
- Ensure third party contractor conducts 288,000 residential water meter reads annually
- Install 1000 new water meters annually
- Review/process 300 Risk Management Plans and other Source Protection related documents

Activity Level - 2018

Water Treatment Facilities;

- Conducted 16,500 drinking water samples (110 % requirement for participation in "best practice" sampling such as Drinking Water Surveillance Program (DWISP) with an additional 10 % capacity
- Completed 7000 hours of maintenance activity (91% of requirement²)
- Completed 100% of all third party regulated maintenance calibrations and checks
- Inspected/maintained 100% of all large diameter water meters for ICI clients with an additional 10% capacity
- Inspected 100% of all service orders for small diameter residential meters as a result of stopped water meter work orders (additional 10% capacity)
- Third party contractor conducted 260, 000 manual residential meter reads(90% of requirement³)
- Install 100% of all new water meter service requests with an additional 10% capacity
- Reviewed/processed 100% of all Risk Management Plans with an additional 15% capacity

Notes/Comments/Assumptions:

1 – 99.5% achieved in 2019 – details of deficiencies in annual report

2 – Unable to achieve 100% due to lack of staff (sick leave/polling/postings)

3 – Contractor unable to retain adequate staffing for required manual reads therefore more estimated reads are conducted Contractor

Falconbridge Water system is nearing/at capacity – sent to Infrastructure Capital Planning for review

Garson Wells are monitored for water quality issues (THM's) – sent to Infrastructure Capital Planning for review

Organizational Unit	Growth & Infrastructure
Enterprise Program	Public Safety
Service	Wastewater Treatment
Service Category	Legislated/Regulated/Mandated

Service Overview

Provide worry free treatment of both wastewater and storm water that will protect human health and protect our natural environment at all times by providing:

- **Wastewater Treatment**
- **Storm Water Treatment**
- **Compliance and Operational Support**

Service Value

- **Wastewater Treatment:** ensures the treatment of domestic wastewater and discharge to area lakes, rivers and streams in a manner that preserves the health and safety of the community, prevents harmful impacts to the environment, and provides for a sustainable and growing economy.
- **Stormwater Treatment:** ensures the treatment of urban stormwater and discharge to area lakes, rivers and streams in a manner that preserves the health and safety of the community, prevents harmful impacts to the environment, and provides for a sustainable and growing economy.
- **Compliance and Operational Support:** ensures the City's operational and maintenance practices comply with applicable regulation and preserve the integrity of the watersheds served by the Wastewater Systems; also ensures that private use of the City's Wastewater systems and land use practices comply with applicable Federal, Provincial and Municipal by-laws, including Sewer Source Control Plans.

Service Category Overview

- **Wastewater Treatment:** operate and maintain 10 wastewater treatment plants, 2 wastewater lagoons, 69 sewage lift stations, a hauled liquid waste receiving system (for domestic septage & sludge) and a biosolids treatment facility with an average daily capacity to treat 126.4 ML of wastewater per day, operating on a 24/7 basis;
- **Storm water Treatment:** Maintain and operates 38 storm water management facilities, of which 22 manage the quality of storm water, 5 manage community flooding and 11 manage both quality of storm water and flooding on a 24/7 basis¹;
- **Compliance & Operational Support:** Ensure sufficient numbers of staff are provincially licensed to perform the necessary site visits, sampling and inspection services to meet regulatory compliance of established municipal, provincial and federal regulations (i.e. the Environmental Protection Act, the Ontario Water Resources Act, Ontario Regulation 129/04 and Municipal By-Laws etc).

Budget

Operating Cost	17,416,074
Internal Recoveries	23,430,286
Total Cost	40,846,360
Revenue	(40,846,360)
Net Levy	-

Staffing

Full time	45
Part time hrs	8,441
Overtime	-

Performance Measures

- Cost per Megalitre (ML) Treated: 2019: \$ - YTD
2018: \$ 304.82
2017: \$ 268.27
 - Cost of Energy - \$2,500,000/annually
 - Cost of Chemicals - \$600,000/annually
 - 0% Wastewater Regulatory Non- Compliance events¹

Service Level

In order to ensure an effective wastewater system 24/7, our staff performs the following, including but not limited to;

Wastewater Treatment Facilities

- 10,000 wastewater samples to test for phosphorous, nitrogen, carbonaceous oxygen demand, total suspended solids and other organic and inorganic materials;
- Receive 2150 Septage receiving vehicles annually;
- Receive 1100 Sludge Tankers annually (80 from Espanola);
- Receive 900 Recreational Vehicles;
- Conduct 29,000 hours of scheduled and corrective maintenance hours; and
- Complete 900 third party regulated maintenance calibrations and checks of flow meters, back flow preventers and related safety equipment.

Storm water Treatment

- See note 2.

Compliance and Operational Support

- Inspect 1250 private institutional, commercial, or industrial facilities annually for compliance with the City's Sewer Use By-Law;
- Review/Process 50 Residential Inflow and Infiltration Subsidy Program (RIISP) applications; and
- Attend environmental spills as required throughout CGS.

Activity Level

Wastewater Treatment Facilities

- Conducted 13,000 wastewater samples (130 % of requirement to ensure facility process is appropriately adjusted to meet quality and quantity performance requirements with an additional 20 % capacity)
- Receive 2250 Septage receiving vehicles annually (varies seasonally but we have 20% additional capacity);
- Received 1150 Sludge Tankers annually (104% of average with additional 20% capacity);
- Received 1100 Recreational Vehicles³;
- Completed 25,000 hours of scheduled and corrective maintenance hours (86% of requirement⁴); and
- Completed 100% of third party regulated maintenance calibrations and checks of flow meters, back flow preventers and related safety equipment.

Storm water Treatment

- See note 2.

Compliance and Operational Support

- Inspect 1350 private institutional, commercial, or industrial facilities annually for compliance with the City's Sewer Use By-Law (108% of average, an upward trend as programs grow, with an additional 10% capacity);
- Reviewed/Processed 84 Residential Inflow and Infiltration Subsidy Program (RIISP) applications (168% of average, an upward trend as programs grow, with an additional 10 % capacity); and
- Attend environmental spills as required throughout CGS (44 in 2019) with an additional 20 % capacity.

Notes/Comments/Assumptions:

1. 25 Non-Compliances in 2018 – Details in Annual Report.
2. Storm water ECA program currently under development with Service Level and Activity Level to be reported on in the 2020 Service Profile review.
3. The recreational vehicle dump program is a free service to the community – should consider “pay per use” system in order to recover costs.
4. Unable to achieve 100% due to lack of staff (sick leave/polling/postings).

The volume treated in wastewater facilities (Megalitres) is heavily dependent on annual precipitation levels. Some of our facilities are highly susceptible to Inflow and Infiltration as a result of rain/melt water which requires us to bypass wastewater in order to protect the wastewater facility – details in annual report.

Lively WWTP is at capacity on an average day flow - sent to Infrastructure Capital Planning for review

Organizational Unit	Growth and Infrastructure
Enterprise Program	Environmental Protection
Service	Solid Waste Management
Service Category	Legislated/Regulated/Mandated

Service Overview

Solid waste management oversees the planning (legislated requirements, asset management & master plans), design, approvals, monitoring and operation of solid waste programs and facilities with a combination of internal staff, resources and contract services, including;

- Solid waste and litter collection services;
- Processing and handling of waste;
- Residual disposal of waste;
- Customer and educational support services.

Service Value

Protects the health of the population and the health of the environment. This includes reducing greenhouse gas emissions with proactive waste reduction, diversion, composting and landfill gas collection initiatives.

Service Category Overview

Solid waste management is required (or deemed mandatory) in order to reduce and eliminate adverse impacts of waste materials on human health and the environment to support public health, conservation, aesthetics and economic development. Solid waste management is primarily regulated at the provincial level (sections of the EPA; O.Reg 101; Reg 347; Resource Recovery and Circular Economy Act, the Environmental Assessment Act etc.).

Budget		Staffing	
Operating Cost	23,695,659	Full time	23
Internal Recoveries	1,278,034	Part time hrs	19,981
Total Cost	24,973,693	Overtime	-
Revenue	(10,099,785)		
Net Levy	14,873,908		

Performance Measures

- Percent of residential solid waste diverted - single and multi-residential: 44.60%
- Total cost for solid waste diversion per tonne - all property classes: \$212

Service Level

Maintain and operate solid waste and litter collection services with a capacity to collect approximately 40,000 to 42,000 tonnes of waste annually with a combination of internal and external resources:

- Weekly collection of waste from approximately 60,000 households; 400 apartment buildings; 88 multi-type properties, 153 IC&I properties and up to 340 roadside litter containers.
- Annual collection of toxic waste with approximate capacity for 4,000 collection trips

Maintain & Operate processing and handling facilities with approved capacities for approximately 100,000 tonnes of waste annually with a combination of internal and external resources:

- The transfer of waste from 13 residential waste depots which are licensed with an approved capacity of 11,906 tonnes per year on a weekly basis;
- The transfer of waste from one small vehicle transfer station with storage capacity to transfer various categories of solid waste to licensed processing and disposal sites 6 days per week;
- The processing and transfer of waste from one Recycling Centre with throughput capacity to process 42,000 tonnes of recyclable materials 6 days per week;
- The processing and handling of waste from one Household Hazardous Waste Depot with capacity to process 25 hazardous waste classes without limit 26 Saturdays per year.

Maintain and Operate the residual disposal of waste with reserve capacity of approximately 6 million tonnes and an estimated service life of 60 to 84 years with a combination of internal and external resources and the following general service objectives:

- The disposal of waste at 3 landfill sites, 6 days per week.

Maintain and operate customer and educational support services with sufficient resources to meet the following service objectives.

- Process applications for services or programs within a two week time period
- Process various user fees of funding requests on a monthly, quarterly and annual basis
- Capacity to respond to approximately 11,000 typical citizen requests on an annual basis.

Activity Level

- Weekly collection of waste and litter – 40,588 tonnes per year
- Toxic Taxi - 3323 pick-ups
- Processed 17, 491 tonnes at the Recycling Centre
- Handle 351 tonnes of household hazardous waste
- handle or process another 20,168 tonnes of various waste categories
- Waste disposed - 101,122 tonnes
- Processed or managed 150 support applications, 30 rebates, 78 Adoptions Groups
- Responded to 10,585 citizen requests.

Notes/Comments/Assumptions

Auditor General's Office

Organizational Unit	Auditor General's Office
Enterprise Program	Finance and Operations Management
Service	Finance, Compliance, IT Audits and Investigations, Hotline and ERM Support
Service Category	Traditional

Service Overview

- Conducts Performance Audits to assess the extent of regard within municipal operations for one or more of the three "E"s (Efficiency, Effectiveness and Economy.)
- Conducts Financial, Compliance and IT Audits as well as investigations to assess the adequacy of safeguards over the City's funds.
- Supports the hotline by coordinating investigations and reporting semi-annually to Council on investigations.
- Supports the annual Enterprise Risk Management process.

Service Value

- Responsible for assisting Council in holding itself and its administrators accountable for the quality of stewardship over public funds, and for the achievement of value-for-money in municipal operations.
- Service contributes to good governance and trust and confidence in municipal operations.
- Service supports good governance (transparent, responsive, accountable governance) and effective risk management.

Service Category Overview

Service is traditionally delivered by an Auditor General's office, but could be considered discretionary

Budget		Staffing	
Operating Cost	371,782	Full time	-
Internal Recoveries	21,279	Part time hrs	3,654
Total Cost	393,061	Overtime	-
Revenue	(10,150)		
Net Levy	382,911		

Performance Measures

- % of audit action plans, fully or partially implemented: 98%
- % of wrongdoing hotline complaints closed: 95%
- Completed Audit Initiatives: 8
- With respect to municipal benchmarks, more productive than the AG in Markham which has a budget of \$150K but no hotline or ERM responsibilities. Much more productive than the AG in Ottawa who has no ERM responsibilities and 5 times our budget. Much more productive than the AG In Halifax who has a budget of \$1 million and no hotline or ERM responsibilities

Service Level

Service comprised of 2 FTE's to complete:

- Performance Audits - 2
- Financial, Compliance, IT Audits - 2

- Investigations - 2

Activity Level

- Performance Audits - 4
- Financial, Compliance, IT Audits - 2
- Investigations - 3
- Hotline Reports - 2
- ERM Support – 1

Notes/Comments/Assumptions

Appendix C: Services That Have Been Recently Reviewed

Services listed below have recently been, or are currently, the subject of reviews designed to identify process changes that produce service improvements and/or positive financial changes:

- Ontario Works
- Children Services
- Building Permits/Approvals
- Building Inspections
- Information Technology
- Communications and Engagement
- Manage Service Requests and Inquiries/Citizen Services
- Security, By-law and Parking
- Fleet Services
- Transit
- Solid Waste
- Development approvals
- Plans Examination
- Animal Control & Shelters
- Financial Planning and Budgeting Support Services
- Emergency Shelters and Homelessness
- Housing Operations

Request for Decision

Sudbury District Zoning Order

Presented To:	City Council
Presented:	Tuesday, Sep 24, 2019
Report Date	Thursday, Sep 05, 2019
Type:	Managers' Reports

Resolution

THAT the City of Greater Sudbury endorses the report entitled "Sudbury District Zoning Order" from the General Manager of Growth and Infrastructure, presented at the City Council Meeting on September 24, 2019 and forwards the report to the Ministry of Municipal Affairs and Housing as the City's response to the provincial proposal to revoke the Sudbury District Zoning Order.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

The report provides a review of the Ministry of Municipal Affairs and Housing's proposal to revoke the Sudbury District Zoning Order which controls the use of land and sets out specific requirements for new development in a number of unincorporated townships adjacent to the City of Greater Sudbury.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Melissa Riou
Senior Planner
Digitally Signed Sep 5, 19

Manager Review

Kris Longston
Manager of Community and Strategic Planning
Digitally Signed Sep 5, 19

Division Review

Jason Ferrigan
Director of Planning Services
Digitally Signed Sep 5, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Sep 5, 19

Recommended by the Department

Tony Cecutti
General Manager of Growth and Infrastructure
Digitally Signed Sep 9, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 9, 19

STAFF REPORT: Sudbury District Zoning Order

DATE: August 30, 2019

Purpose

This report reviews of the Ministry of Municipal Affairs and Housing's proposal to revoke the Sudbury District Zoning Order from a land use planning perspective. It also reviews potential service level or cost impacts to the City resulting from the revoking the Order.

Background

The City has received notification from the Ministry of Municipal Affairs and Housing that it was considering revoking the Sudbury District Zoning Order and requesting comments on the revocation proposal. The letter states:

"The Ministry of Municipal Affairs and Housing is considering revoking the Sudbury District Zoning Order. This order is administered by the Ministry of Municipal Affairs and Housing and can be compared in some ways to a municipal zoning by-law. This zoning order was enacted in 1978 as a means to regulate development in areas surrounding the former Regional Municipality of Sudbury at that time. ... This proposal is being considered by the Ministry given the interest in reducing the regulatory burden imposed by the province. We also recognize that circumstances have changed since this zoning order was enacted including changes in the planning policy environment and shifting development patterns in the north."

To assist Council formulate a position on this proposal, staff conducted a review of the proposal to better understand the implications, in particular for the portion of Eden Township that abuts the City boundary near Long Lake and Cascaden Township which includes Windy and Ministic Lakes. These areas are important as they have seen some development activity in the past and are perceived as having additional development potential. As part of this process, staff consulted with colleagues at the Ministry of Municipal Affairs and Housing to understand historic development patterns and future development potential.

This report does not examine the implications of the City of Greater Sudbury "annexing" such areas. Should the Province propose such a change in the future, it will be subject to a separate review and assessment undertaken at that time.

Discussion

The Sudbury District Zoning Order applies to all or part of 25 "unincorporated" Townships adjacent to the City of Greater Sudbury (see Attachment A). Collectively, these

townships comprise 2182 square kilometers of land, which is approximately 60 percent of the current geographic area of the City of Greater Sudbury. Approximately 95.7 percent of these lands are public or crown lands, while 4.3 percent are private patent lands. The Province of Ontario plays an important role in planning within unincorporated lands across Ontario. The primary tool used to regulate land use on crown lands is the Crown Land Use Policy Atlas. Planning tools on private patent lands include the Provincial Policy Statement and any Minister's Zoning Orders, which is the case in the area covered by the Sudbury District Zoning Order.

The majority of existing development within the Sudbury District Zoning Order area consists of waterfront seasonal development. While some lots are 'water access only', other lots are accessed via roads traversing Crown land. On unpatented Crown land, land use activity consists of mine claims and logging.

Development within these townships is supported by a minimal level of service, which is to be expected in unincorporated areas. The existing road network in these townships are "rural" in nature and do not meet municipal road standards. In some of the more developed Townships, such as Long Lake, Foster, Truman and Ministic Local Road Boards maintain the roads on behalf of the residents within those local roads areas. Local Roads Boards are comprised of residents in a defined area who determine work to be completed on defined local roads and enter into contracts for the completion of the work subject to the approval of the Minister. There are no municipal services provided outside the municipal boundaries other than Emergency Medical Services (EMS). EMS receives provincial funding to compensate for the services it provides that extend past the municipal boundary of the City of Greater Sudbury, which is aligned with the objective that all citizens should have equal access to ambulance services regardless of political, administrative or other artificial boundaries.

Properties within these townships pay Provincial Land Tax to the province to fund a limited range of services (i.e. policing, land ambulance, public health and social services) to these areas. Under this system, the tax rate for residential properties in and outside of school board areas is \$250 per \$100,000 of assessed value.

With respect to recent development activity, the Ministry of Municipal Affairs and Housing provided statistics for 2011 to present. In that time period seven (7) consents were provisionally approved, with only four (4) of those being granted final approval. Approximately sixty (60) Letters of Conformity were issued. The majority of which were required in order for the property owner to obtain a septic permit from Public Health Sudbury and District, while others were for land transactions, accessory structures or replacement of cottages. A few Minister's Zoning Order Amendments (MZOAs) were

granted to recognize legal non-conforming cottages. Revoking the Zoning Order would eliminate the need for property owners to obtain a Letter of Conformity from the Province prior to obtaining a permit for a septic system which is consistent with the goal of removing the regulatory burden imposed by the Province.

In terms of potential development, the vast majority of private patent lands have been developed and there does not appear to be many parcels which would have sufficient frontage or area to support further creation of new vacant parcels with development potential. Based on a review of aerial photography, there appear to be a maximum of two (2) vacant lots in Eden Townships which could be developed and no observations of vacant lots in Cascaden Township.

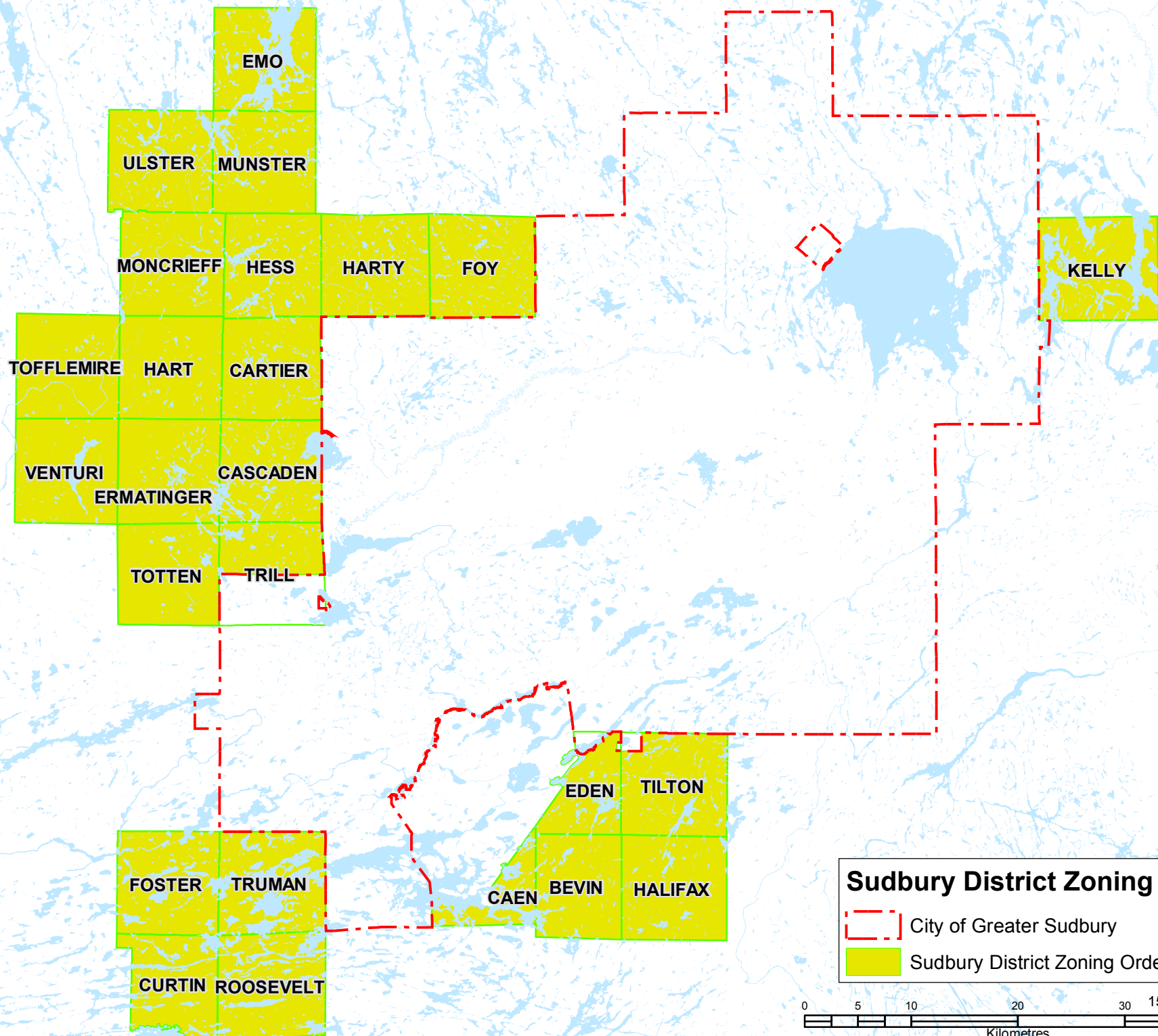
The lifting of the Minister's Zoning Order would have no impact on activity occurring on crown lands. Any mining or logging activity would continue to be regulated by the Province and activity would still be subject to the crown land use policy atlas. Any development on private patent land would still be subject to the Provincial Policy Statement (PPS). Section 1.1.6.4 of the current PPS states that in areas adjacent to surrounding municipalities, only development that is related to the sustainable management or use of resources and resource-based recreational uses (including recreational dwellings) shall be permitted, subject to a limited range of exemptions. With the revocation of the Sudbury District Zoning Order, the Ministry of Municipal Affairs and Housing would control development in these unincorporated townships through the Provincial Policy Statement, as they do all other unincorporated townships that are not subject to a Minister's Zoning Order or under the jurisdiction of another planning authority (i.e. planning board).

Conclusion and Recommendation


Based on the above, it is not necessary for the City of Greater Sudbury to take a position on this matter at this time. Should City Council concur, then it should direct staff to submit this report to the Ministry of Municipal Affairs and Housing, as the City of Greater Sudbury's response to the revocation of the Sudbury District Zoning Proposal.


Resources

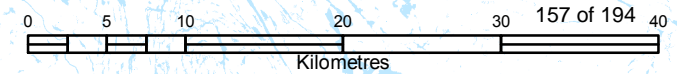
1. Sudbury and District Zoning Order, <https://www.ontario.ca/laws/regulation/810834>
2. Provincial Policy Statement, <http://www.mah.gov.on.ca/Page215.aspx>



Sudbury District Zoning Order

 City of Greater Sudbury

 Sudbury District Zoning Order



Presented To:	City Council
Presented:	Tuesday, Sep 24, 2019
Report Date	Monday, Sep 09, 2019
Type:	Managers' Reports

Request for Decision

Municipal Capital Facility Designation - Sudbury Winter Tennis Club

Resolution

THAT the City of Greater Sudbury directs staff to prepare a by-law pursuant to Section 110 of the Municipal Act providing authority to:

(a) Enter into a municipal capital facility agreement with Sudbury Winter Tennis Club, a tenant at the City owned property at 0 Cypress Street, for the purposes of providing a municipal capital facility related to the provision of cultural, recreational or tourist purposes; and

(b) Exempt the leased premises from taxation for municipal and school purposes, which tax exemption is to be effective from the latest of (i) the date the municipal capital facility agreement is signed and (ii) the date the tax exemption by-law is enacted;

AND FURTHER THAT the City Clerk be directed to give written notice of the by-law to the Minister of Finance, the Municipal Property Assessment Corporation, the Rainbow District School Board, Conseil scolaire public du Grand Nord de l'Ontario, Sudbury Catholic District School Board, Conseil scolaire catholique du Nouvel-Ontario;

AND THAT a grant to the Sudbury Winter Tennis Club to offset the property tax arrears in the approximate amount of \$61,000 be approved, and be funded from the Tax Rate Stabilization Reserve, all as outlined in the report entitled "Municipal Capital Facility Designation - Sudbury Winter Tennis Club" from the General Manager of Corporate Services, presented at City Council on September 24, 2019.

Signed By

Report Prepared By

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Sep 9, 19

Division Review

Ed Stankiewicz
Executive Director of Finance, Assets and Fleet
Digitally Signed Sep 9, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Sep 9, 19

Recommended by the Department

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Sep 9, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 11, 19

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

The Sudbury Winter Tennis Club is located on lands forming part of Queen's Athletic Field. The Finance

and Administration Committee gave approval to the facility being designated as a Municipal Capital Facility making the property exempt from taxation on a go forward basis only. An alternate strategy is required to deal with the existing property tax arrears.

Financial Implications

The designation of municipal capital facility for the Sudbury Winter Tennis Club will result in the reduction of municipal property tax revenue in the approximate annual amount of \$13,500.

The approval of a grant to the Sudbury Winter Tennis Club to cover the cost of the property tax arrears for 2016 to 2019 is calculated at approximately \$61,000 (Municipal and Education) and would be funded from the Tax Rate Stabilization Reserve. The school board will not be sharing in the grant as this can't be treated as a tax write-off until the Municipal Property Assessment Corporation (MPAC) changes the tax class to exempt.

Purpose

This report deals with the designation of the Sudbury Winter Tennis Club as a municipal capital facility and the property tax arrears associated with the Sudbury Winter Tennis Club.

Background

The Sudbury Winter Tennis Club (SWTC), also known as the Sudbury Indoor Tennis Centre is a tenant on the municipally owned property located at 0 Cypress Street, which is utilized by the City as a public park and recreation area commonly known as Queen's Athletic Field. This property also includes a sports field, an outdoor track (summer), skating oval (winter), outdoor tennis courts, a parking lot, a field house with dressing rooms and common space. This field house is shared with the tenant (SWTC). The Roll number is 040.001.01900.0000.

In 1992 the City of Sudbury authorized a lease agreement with the Sudbury Winter Tennis Club by the passing of By-law 92-185. As per the lease, there was no rent payable and the club was responsible for property taxes, if assessed. Subsequent lease agreements had similar terms related to the need for the club to pay property taxes, if assessed.

In the fall of 2017, staff advised the SWTC that the facility was assessed by MPAC resulting in taxes owing back to 2016.

In March 2018, the Board of the SWTC informed the City of its inability to pay the outstanding taxes for 2016 and 2017 and they would not be in a position to pay future property taxes and requested that the City provide similar relief to that offered to the Northern Water Sports Centre. Without relief the Board felt the SWTC would close.

On June 4, 2019 the Finance and Administration committee gave approval to the Sudbury Winter Tennis Club being designated as a municipal capital facility.

Legislation Regarding Municipal Capital Facilities

Section 110 of the Municipal Act and Ontario Regulation 603-06 provides the authority for a municipality to designate a facility as a municipal capital facility under certain terms and conditions. With reference to the Sudbury Winter Tennis Club, a condition of the designation includes the execution of a lease between the Sudbury Winter Tennis Club and the City of Greater Sudbury. The current lease for the period January 2, 2012 to December 31, 2021 satisfies that requirement. Under provincial legislation, the facility appears to meet the criteria of a municipal capital facility since one of the eligibility requirements is noted as "municipal facility used for cultural, recreational or tourist purposes".

Property Tax Arrears

As a result of the addition of the Sudbury Winter Tennis Club to the tax roll, approximately \$61,000 in property taxes remain unpaid. The designation of a municipal

capital facility would make the facility exempt from property taxes on a go forward basis but does not deal with tax exemption retroactively. An alternate strategy is required to address the property tax arrears.

Legislation Regarding the Provision of Grants

Section 107 of the Municipal Act authorizes a municipality the general power to make grants to any person, group or body. Since there is no other applicable legislation to strike a tax liability from the tax roll, it would be appropriate for members of City Council to authorize a grant in the approximate amount of \$61,000 to cover to cost of the property tax arrears at the Sudbury Winter Tennis Club.

Summary

It is recommended that the City of Greater Sudbury designate the Sudbury Winter Tennis Club as a Municipal Capital Facility and that the appropriate by-law be passed.

It is further recommended that City Council authorize the provision of a grant to the Sudbury Winter Tennis Club to offset the property tax arrears in the approximate amount of \$61,000 to be funded from the Tax Rate Stabilization Reserve.

Relevant Links for Further Information:

1. Finance and Administration Committee meeting of June 4, 2019

Staff report: Sudbury Indoor Tennis Centre Request for Tax Relief

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1368&itemid=16956&lang=en>

Request for Decision

Code of Conduct Report

Presented To:	City Council
Presented:	Tuesday, Sep 24, 2019
Report Date	Wednesday, Sep 11, 2019
Type:	Managers' Reports

Resolution

THAT the City of Greater Sudbury reprimands Councillor Robert Kirwan in accordance with the report from the Integrity Commissioner, presented at the City Council meeting on September 24, 2019.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This is a report from the City's Integrity Commissioner regarding code of conduct complaints against Councillor Robert Kirwan.

Financial Implications

There are no financial implications.

Signed By

Recommended by the Integrity Commissioner
Robert Swayze
Integrity Commissioner
Digitally Signed Sep 11, 19

ROBERT J. SWAYZE

BARRISTER & SOLICITOR

CERTIFIED BY THE LAW SOCIETY OF ONTARIO AS A SPECIALIST IN
MUNICIPAL LAW - LOCAL GOVERNMENT/LAND USE PLANNING AND DEVELOPMENT

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CALEDON, ONTARIO

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OFFICE OF THE INTEGRITY COMMISSIONER

OPEN SESSION REPORT

TO: Mayor Brian Bigger and Members of Greater Sudbury City Council

FROM: Robert Swayze, Integrity Commissioner

DATE: September 3, 2019

MEETING DATE: September 24, 2019

SUBJECT: Code of Conduct Complaints against Councillor Robert Kirwan

Recommendation:

It is recommended:

That Councillor Robert Kirwan be reprimanded by Council for contravening Sections 12 and 15 of the Code of Conduct for Council and Local Boards as well as the prior Code of Ethics under the headings, "Relationships to Council Members and/or Administration" and "Fair Treatment", in that he repeatedly abused and harassed members of the public as found by the Integrity Commissioner.

Background:

I was appointed Integrity Commissioner for the City of Greater Sudbury by agreement effective on July 23, 2018. A Code of Ethics was then in force until the Code of Conduct for Council and Local Boards (the "Code") was adopted on February 19, 2019. It was agreed between me and the City Solicitor, that I had jurisdiction under the Code of Ethics from and after the date of my appointment until the adoption of the Code.

This report is written concerning 9 separate Code complaints received by me between January 24, 2019 and the time of writing this report, against Councillor Robert Kirwan filed by different complainants throughout the community, many of whom wish to

remain anonymous. One of the complaints was from Downtown Sudbury Business Improvement Area, (the “BIA”) which is operated by a board of directors filled by volunteers representing the downtown area. The Code requires me to accept complaints from identifiable individuals only and two officers of the BIA provided their names as complainants to comply with the Code. Most of the complaints have several grounds and many overlap. I have decided that I will describe generally the substance of the 9 complaints and it is not necessary in this report and not in the public interest, to identify any of the complainants.

The Complaints:

Many of the complaints were related to the operation for profit, of a Facebook Group by Councillor Kirwan called the Valley East Facebook Page where much of its content is municipal information that the Councillor acquired through his office. He writes advertisements which are posted on the page and charges local businesses for the service. The complainants argue that he is, in effect, selling municipal information which he should provide for free as part of his function as a member of Council. I have dismissed all of the complaints filed on this ground, because the role as Councillor is a part time activity and operating a business does not offend the Code. I found that the Facebook Group was not funded by the City and that it is not a municipal operation. In my opinion, he is entitled to operate a business even if his knowledge acquired as a Councillor assists in that task.

The dispute in the community which is dominant in most of the complaints, is a controversial proposal for a casino and other development outside of the downtown, in an area called the Kingsway Entertainment District. There is ongoing planning and legal proceedings in the community related to this development. Councillor Kirwan is a strong supporter of the proposal and some of the complaints have suggested that he has received benefits from the developer which I have also dismissed for lack of evidence.

Other complaints accused Councillor Kirwan of issuing false statements and speaking on behalf of Council without authority. I extend considerable latitude to members of Council when they are arguing for positions that they hold or vigorously debating with other members of Council. I regard this as an essential part of the democratic process and dismissed several of the early complaints on this ground as well.

Complaint number 7 was from a volunteer who attended a meeting regarding the Kingsway Casino proposal and argued in favor of locating it in the downtown. Councillor Kirwan was in attendance and responded to her arguments by telling her to “grow up”.

One common thread through most of the complaints is the allegation that Councillor Kirwan abuses and harasses members of the community if they disagree with him, which is contrary to the Code. Many examples of his reaction to criticism of his ideas on issues were provided.

Code of Conduct for Members of Council and Local Boards and Code of Ethics:

The Code in force since February 19, 2019, provides as follows:

“Discreditable Conduct

15 (1). Every Member shall:

- (a) treat other Members, City officers and employees, and members of the public, appropriately, and without abuse, intimidation, harassment or violence;

12 (1) Every Member shall conduct themselves with decorum in the course of their performance, or required performance, of their responsibilities as a Member, and at meetings of Council, Committees of Council or meetings of the Local Board as the case may be, and other meetings, and in the case of Members of Council, in accordance with the provisions of the City's Procedure By-law, and other By-laws of the City, where applicable.”

The prior Code of Ethics contains the following:

“Each Council member shall ensure that their behaviour prior to, during, or following a meeting or public hearing, towards other Council members, members of the administration, and representatives of the public is at all times:

- courteous, professional, fair and unbiased; . . .
- avoids sarcasm, derogatory comments, or questions or comments designed to embarrass;”

“Each member has a responsibility to ensure that all persons are: . . .

- dealt with in good faith;
- dealt with without bias and in an even-handed temper;”

Analysis:

I cannot excuse the behaviour of Councillor Kirwan towards members of the community as vigorous debate or acceptable political rhetoric. He has more than crossed the line drawn by the above provisions in the Code and the Code of Ethics. He appears too often to be unable to enter into professional debate with anyone who disagrees with him, but

rather prefers personal attacks. From the complaints I have received, I find his approach to such members of the community, many of whom volunteer their time in support of the downtown, is arrogant and peremptory.

The following are three personal attacks on residents which he made as posts to his Facebook page which I downloaded at the date of writing this report. These continuing statements were part of more than 20 such quotes contained in one of the 9 complaints:

- "What an utter waste of time to have to respond to this drivel. Surely to God this man doesn't have the audacity to think that I am going to allow a washed out dinosaur of an entitled professor like Dr. (name removed) attack my credibility from his ivory tower at Laurentian University. He clearly demonstrates all of the entitlement characteristics of a university professor who has never had to work a day in his life."
- "While it is true that everyone who knows him will agree that it is typical for (name removed) to be against everything - he was adamantly opposed to the Maley Drive project, the ferrochrome smelter, any form of tax increase, and is even being critical of the KED and/or casino project procedure - this letter is even a bit much to expect. I know that no matter what Council wants to do, (name removed) will come up with a large convoluted presentation to show how wrong we are, but he never comes up with any practical alternative solutions. He just likes shooting down Councillors. Anyway, that is who he is and what he does and he certainly has a right to do so."
- "You have got to be kidding, (name removed) You of all people should know that any candidate will have to learn to deal with this kind of nonsense. Just look at the mob activity that you and your friends on the Sudbury Politics page engage in when you start attacking my integrity like a bunch of piranha on the scent of blood. As for harrassment, you have been witness to the obsessive aggressiveness displayed by the people that have been banned from my sites. They just don't know when to quit, as evidenced today. There is only one person copping out in this exchange and that person is you. I have no idea what I ever did to you to completely discard the friendship we had as colleagues and fellow professionals. But don't for one minute try preaching to the members of this group and don't try preaching to me."

As required by the Complaint Protocol which is part of the Code, I served Councillor Kirwan with several of the complaints including the BIA complaint and requested a response. His response referred to the complainants' intent to "publicly humiliate him" and damage his reputation. He said: "I have become the public lightning rod for

complaints and everything I say is being attacked by the same group of people.” I was troubled by his further statement that “Unfortunately, I am sure that you will receive a continuous stream of complaints over the next several years as long as I am a member of City Council.” It was obvious to me that he does not intend to change his aggressive behaviour and remains unable to politely accept contrary points of view.

Decision

It is not my role as Integrity Commissioner to in any way muzzle members of Council. I will always encourage vigorous debate and representations by all members in support of their views. I believe that fervent activity by any member cannot be characterized as discreditable conduct within the meaning of the Code or the Code of Ethics.

However, I believe that Councillor Kirwan’s penchant for personal attacks against members of the community is contrary to the Code and the Code of Ethics. It constitutes discreditable conduct under the Code and unfair treatment under the Code of Ethics. In my correspondence with Councillor Kirwan, I advised him that I have come to the conclusion that his aggressive and unprofessional behaviour has become a disruptive influence in the community. He responded with a promise to “exercise more restraint in the future.” In my opinion, that is not enough. He continues to believe that a conspiracy exists among certain members of the community who he calls his enemies. His combative tactics must stop. I find that he has contravened Sections 12 and 15 of the Code of Conduct for Council and Local Boards as well as the prior Code of Ethics under the headings, “Relationships to Council Members and/or Administration” and “Fair Treatment”, in that he repeatedly abused and harassed members of the public.

Prepared by:



Robert Swayze
Integrity Commissioner

Attachment(s): none

Request for Decision

GSU Shareholder Declaration Recommendation

Presented To:	City Council
Presented:	Tuesday, Sep 24, 2019
Report Date	Wednesday, Sep 11, 2019
Type:	Referred & Deferred Matters

Resolution

THAT the City of Greater Sudbury directs the General Manager of Corporate Services to present a by-law adopting the revised shareholder declaration in Appendix C, with section 4.1.1. being in accordance with Option _____, as outlined in the report entitled “GSU Shareholder Declaration Recommendation”, from the General Manager of Corporate Services, presented at the City Council meeting on September 24, 2019.

Option 1:

That the Board continue to be comprised of five (5) individuals which includes three (3) City directors and two (2) independent directors.

Option 2:

That the Board be comprised of seven (7) individuals which shall include three (3) City directors and four (4) independent directors.

Signed By

Report Prepared By

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Sep 11, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Sep 11, 19

Recommended by the Department

Kevin Fowke
General Manager of Corporate Services
Digitally Signed Sep 11, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Sep 11, 19

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report supplements the report entitled “GSU Shareholder Declaration Recommendation” from the General Manager of Corporate Services presented to City Council on June 25, 2019.

Financial Implications

There are no financial implications associated with this report.

GSU Shareholder Declaration Recommendation

BACKGROUND

This report supplements the report entitled “GSU Shareholder Declaration Recommendation” from the General Manager of Corporate Services presented to Council on June 25th, 2019. When deferring the June 25th report to the September 24th agenda, Council made three requests for information and action:

1. That staff ask for comments from the GSU Board of Directors (“the Board”) on the revised shareholder declaration and dividend policy in the June 25th report.
2. That staff obtain a copy of GSU’s five year capital plan.
3. That a provision be added to the shareholder declaration providing for a review of the declaration every 5 years.

In order to satisfy these information requests and actions City staff met with GSU staff and its Board on two occasions in August and September.

Appendix A contains the comments received from the Board.

Appendix B contains a summary of the capital expenditure plan from GSU’s 2019 Distribution System Plan.

Appendix C contains a revised shareholder declaration which is recommended by staff for Council’s approval. This declaration includes a provision for a review every 5 years.

ANALYSIS

Revised Dividend Policy Adopted by the Board

The two meetings with the Board allowed for further discussion about the interests of both parties. These discussions have produced a revised dividend policy which was adopted by the Board on September 6th, 2019. This revised policy is attached as Appendix D.

Free Cash Flow

The revised policy includes a target dividend set at 25-50% of free cash flow for the year, after net movements in regulatory balance. Free cash flow is the net cash generated by operating and investing activities and calculated by adjusting net income for non-cash items like amortization or accounting for future obligations not actually paid in cash. Movements in regulatory balance refers to the difference between the total cost of power paid by GSU and the fees collected from customers. GSU reports negative (\$1,530,000) one million five hundred thirty thousand dollars and negative (\$631,000) six hundred and sixty thousand dollars on this measure for the past two years (2017 and 2018) respectively. The calculation does not include changes in working capital. This is a non-standard method for calculating free cash flow and results in a very conservative accounting for cash flow at the end of a fiscal period.

The result is that positive free cash flow is highly unlikely and therefore, the dividend formula is highly unlikely to yield an actual dividend.

The revised policy also includes a provision for the Board to declare a special dividend if GSU's consolidated debt to equity ratio falls below 60/40. At the end of 2018, the debt to equity ratio was 67/33.

The revised policy further requires that the calculation and the rationale underpinning any dividend declaration to be presented to the shareholder annually at or before the annual general meeting.

Based on the capital plans outlined in Appendix B (which call for the expenditure of over \$50 million over the next 5 years and the potential to take on new debt of upwards of \$25 million), this ratio is very likely to remain above the 60/40 threshold. Also, with such significant capital plan requirements and the GSUs history of using available cash to finance long term investments in fixed assets like plant and equipment, the corporation is likely to remain cash negative for the foreseeable future.

CGS to have First Right of Refusal on GSU Debt

Discussions with the Board also resulted in a commitment, contained in the recommended shareholder declaration, which provides a "first right of refusal" to CGS on GSU debt. GSU is confident it will be seeking large tranches of external debt in future (up to \$25 million over the next five years). The recommended shareholder declaration contains a provision that would result in GSU obtaining quotations from external lenders and prior to accepting a quotation, the City would have the opportunity to lend funds to the GSU on the same terms and conditions.

The City could use reserves to loan money to the GSU or use its strong AA stable credit rating to borrow money to loan to the GSU. It is possible for the City to borrow for 30 basis points (0.3%) or more less than the rate obtainable by a Municipal corporation like the GSU. If the City financed the full \$25 million GSU anticipates borrowing, a differential of \$75,000 in annual revenue could be realized. This revenue could be used in turn to finance additional City capital projects or be applied against operating requirements and the net tax levy.

Number of Directors

The GSU is seeking to increase the number of Board members from 5 to 7, comprising 4 independent directors and 3 City directors. The Board currently comprises 3 City directors and 2 independent directors.

The GSU relies on, among other documents, the Ontario Securities Commission's National Policy 58-201, which provides guidance on corporate governance practices, including recommending that boards should have a majority of independent directors. The OEB has recently reinforced the requirement for such utility corporations to adopt effective governance mechanism, noting that governance practices will be scrutinized in future rate review applications, though it has as yet refrained from prescribing specific standards. The Board strongly favours an approach that would increase the number of board members and the number of independent board members.

The original GSU Shareholder Declaration Recommendation report presented to City Council on June 25th contained a legal opinion from Aird Berlis LLP which states that while the trend for governance in the Ontario energy sector may be toward greater independence, this is simply a recommendation of OEB, not a requirement. In fact, the OEB has not changed its Affiliate Relationship Code (ARC) which only requires that one third of the board of directors of OEB regulated distributors be independent directors. Consequently, any recommendations for independent directors applies to Greater Sudbury Hydro Inc. (the distribution company), not to GSU which is addressed by the shareholder declaration revisions being contemplated by this report.

The draft shareholder declaration at Appendix C includes the current Board composition at section 4.1.1 and depending on the option Council chooses, staff will prepare a final shareholder declaration for Council to formally accept in the form of a by-law.

Option 1 – The Board continue to be comprised of five individuals which shall include three City directors and two independent directors.

Option 2 – The Board be comprised of seven individuals which shall include three City directors and four independent directors.

REFERENCES

GSU Shareholder Declaration Recommendation Report from June 25th City Council –

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1325&itemid=16938&lang=en>

GSU original wording June 4th Shareholder Declaration	City staff proposed wording changes June 25th	Comments from GSU Governance Committee July 23rd
<p>2.2.5 Business activities that enhance or develop the ability of the corporation to carry any of the activities described in paragraphs 2.2.1, 2.2.2, 2.2.3, and 2.2.4 above;</p>	<p>2.2.5 Business activities that enhance or develop the ability of the corporation to carry any of the activities described in <u>paragraphs Subsections</u> 2.2.1, 2.2.2, 2.2.3, and 2.2.4 above;</p>	<p><i>Proposing wording change – OK</i></p>
<p>3.2 In addition, the Shareholder expects the Board and the boards of directors of the Non-regulated Subsidiaries to observe substantially the same standards of corporate governance as may be established from time to time by any applicable regulatory or governmental authority in Canada for publicly traded corporations, in particular CSA National Policy 58-201 and National Instrument 52-110 with such modifications as may be necessary to reflect the fact that the Corporation and each Non-regulated Subsidiary is not a publicly traded corporation. The Board and boards of directors of the Non-regulated Subsidiaries are also expected to consider and adopt, as appropriate, recognized sources of governance best practices.</p>	<p>3.2 In addition, the Shareholder expects the Board and the boards of directors of the Non-regulated Subsidiaries to observe substantially the same standards of corporate governance as may be established from time to time by any applicable regulatory or governmental authority in Canada for publicly traded corporations, in particular CSA National Policy 58-201 and National Instrument 52-110 with such modifications as may be necessary to reflect the fact that the Corporation and each Non-regulated Subsidiary is not a publicly traded corporation. The Board and boards of directors of the Non-regulated Subsidiaries are also expected to consider and adopt, as appropriate, recognized sources of governance best practices.</p>	<p><i>Proposing to remove reference to CSA National Policy</i></p> <p>Rationale for including:</p> <p>(1) The City's own AG's report cited CSA National Policy 58-201 as an authoritative source of governance best practices, and recommended GSU follow these.</p> <p>(2) Right from the founding of GSU, the Shareholder (City) and the Board have strived to have GSU follow governance best practices. In Canada, governance best practices are outlined in these CSA national instruments.</p> <p>(3) Further, the OEB's governance best practices guidelines are based on CSA's national instruments as their ultimate source. While voluntary, the OEB ties the quality of governance to rate applications. They look to the governance practices that the organization chooses to follow. Unless GSU chooses to follow something like CSA 58-201 the OEB may assume there is a bias towards</p>

		<p>the Shareholder's interests instead of the ratepayers'.</p> <p>These are the standards for best practice in Canada.</p>
<p>4.1.1. The Board of the Corporation shall be comprised of seven individuals which shall include three City Directors and four Independent Directors, all appointment by Council.</p>	<p>4.1.1 The Board of the Corporation shall be comprised of seven <u>five</u> individuals which shall include three City Directors and four <u>two</u> Independent Directors, all appointment by Council.</p>	<p><i>Proposing change to Board Makeup – Independence</i></p> <p>Rationale for including:</p> <p>(1) The City's own AG recommended that GSU move to a majority of independent directors.</p> <p>(2) This is a guideline in the CSA National Policy 58-201 which is governance best practice nationally; for a majority of independent directors.</p> <p>(3) This is also called for in the OEB guideline on independence; for a majority of independent directors. Same observations and risks with the OEB rate review as outlined above: there is a perception of a bias towards Shareholder interests vs. ratepayer interests at the OEB.</p>
<p>5.1.2 Dividends - a policy relating to enhancing Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure and maintaining just and reasonable rates, while providing for dividends to be paid to the Shareholder from the Corporation;</p>	<p>5.1.2 Dividends - a policy relating to enhancing Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure and maintaining just and reasonable rates, while providing for dividends to be paid to the Shareholder from the Corporation, substantially in the form</p>	<p><i>Proposing to add Dividend Policy wording to the Shareholder Declaration</i></p> <p>Good governance practice calls for a clear delineation in authority between the Shareholder and Board; the Shareholder Declaration is prescribed and approved by the City, the Dividend Policy is a Board Policy</p>

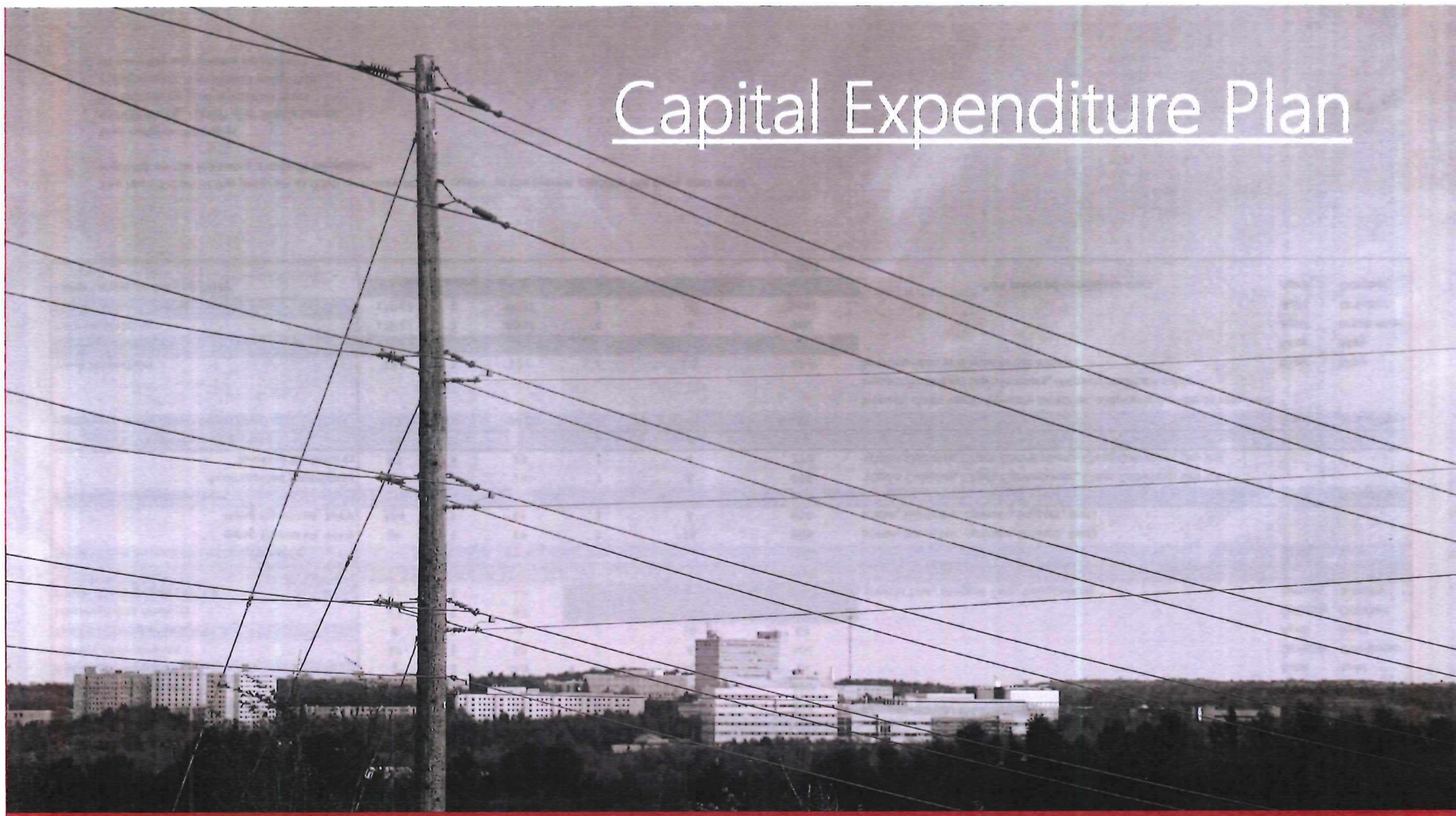
	attached hereto this Shareholder Declaration as Appendix “B”;	and is approved by the Board. These two differing types and levels of documents should not be co-mingled. While arguably within legal rights, this is a red flag to the OEB for the Shareholder to prescribe dividends when the gist of the OEB Guidelines is to ensure the independence of this decision. In particular, the OEB highlights their concern with municipalities as shareholder limiting the rights and powers of boards, and dividends are explicitly cited.
N/A	<u>Addition of 8.2</u> <u>The Board shall provide to the Shareholder any and all records of the Corporation or the Subsidiaries within ten (10) days of the Shareholder’s written request for same.</u>	<i>Proposing to add request for records to be provided on 10 days written notice</i> GSU is more than willing to provide legitimate records to the City with the exception of records protected by privacy or privilege protection. Since it would be, at times, impractical to make a commitment that GSU would produce any record within a 10 day time period, GSU would be comfortable with wording “within a reasonable period of time.”
"Council" means the <u>C</u> city Council of the City of Greater Sudbury;	"Council" means the <u>C</u> city Council of the City of Greater Sudbury;	<i>Proposing to capitalize “City” – OK</i>
<u>"Non-regulated Subsidiaries" means any subsidiary of the Corporation, except Greater Sudbury Hydro Inc.;</u>	<u>"Non-regulated Subsidiaries" means any subsidiary of the Corporation, except Greater Sudbury Hydro Inc.;</u>	<i>Proposing move due to alpha order – OK</i>
N/A – Separate Dividend Policy	<u>Appendix “B” to Shareholder Declaration</u> <u>GREATER SUDBURY UTILITIES INC.</u> <u>DIVIDEND POLICY</u>	<i>Proposing to add Dividend Policy wording to the Shareholder Declaration</i> See 5.1.2 above

Proposing changes to wording of Dividend Policy

There are a number of suggestions from the City's draft Dividend Policy that the Board of GSU finds helpful and is prepared to incorporate into an amended Dividend Policy to be adopted by the Board, these include:

- Including an explicit target dividend, GSU is comfortable with a range of between 25 and 50%
- Moving away from the concept of "normalized comprehensive income" to something much closer to reported net income: net cash flow from operations after net movements in regulatory balances, adjusted for investments
- From a legal perspective, there does need to be a proviso included that any final dividend declaration is at the Board's discretion, taking into account legitimate corporation needs including capital and electricity supply
- In terms of timing, GSU is looking at declaring a regular dividend annually at the April meeting, based on final consolidated audited financial statements
- In the event the Board determines that it cannot declare a dividend, it would report this to the Shareholder at the AGM and provide a full report on the rationale and projections (rather than a quarterly report)
- Generally, it is not GSU's intention to borrow funds to fund dividends
- GSU is comfortable with a four year review date of 2022 – reviewed by the Board, prior to any substantive modification of the Dividend Policy the Board will meet with the Shareholder to discuss
- GSU is comfortable including a provision that it may pay Special Dividends in the event it has substantial surplus funds without reasonable investment alternatives
- Triggering event - the dividend policy will recognize that the Shareholder expects that GSU will achieve a debt/equity ratio of 1.5X (60/40), dropping below this ratio would, under normal circumstances trigger a dividend to bring the DE back to 1.5X.

Capital Expenditure Plan



Capital Expenditure Planning Process - Objectives

- GSHI's CEP Objectives:
 - Invest and maintain assets to achieve the lowest long-term cost of ownership while meeting prescribed codes, statutory requirements, standards and performance targets.
 - Meet customer expectations by improving existing infrastructure to manage growth in support of new and existing customers as well as renewable energy generation connection requests.
 - To support the outcomes of the Asset Management process balancing **cost, reliability** and **risk**.
 - To meet or exceed all requirements with respect to distribution system **safety** such that no undue hazards exist for workers or the public.

Investment Prioritization – Tools and Methods

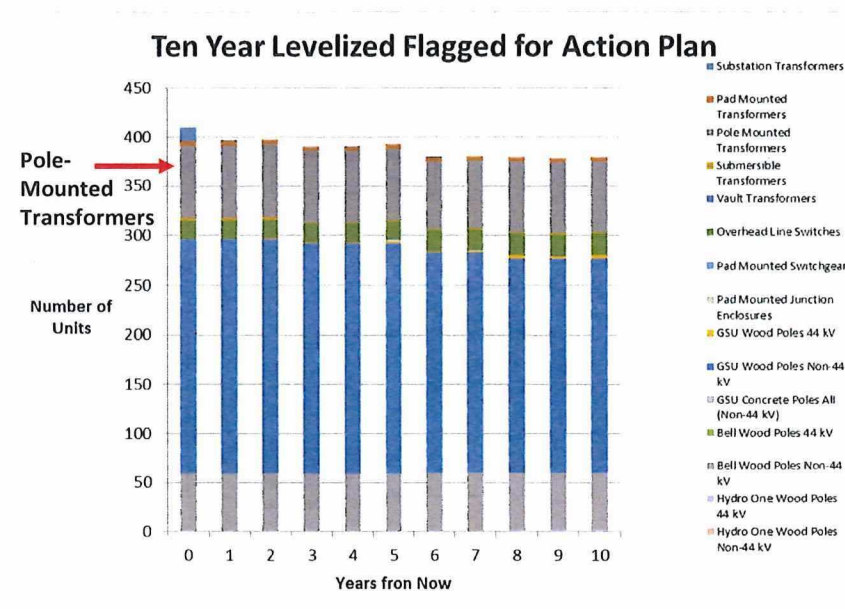
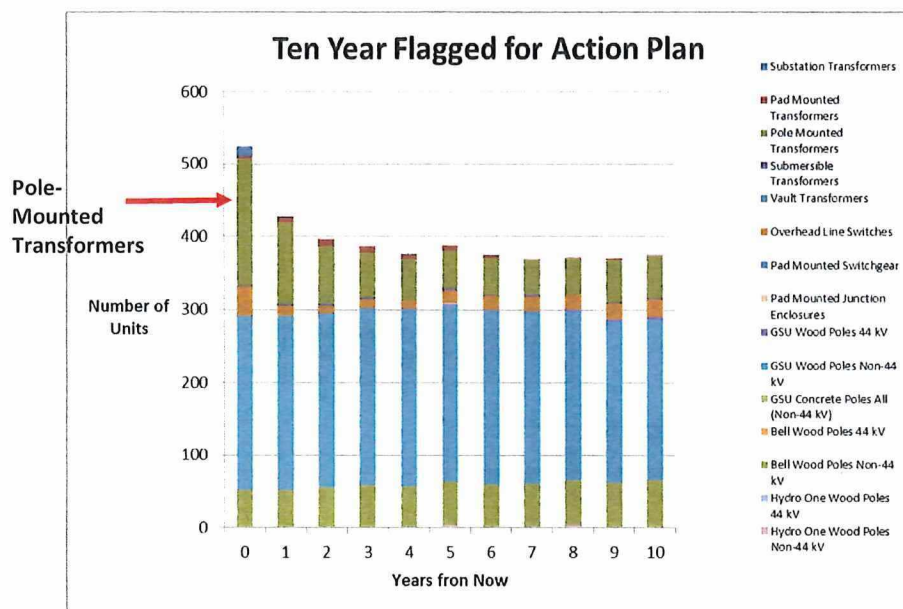
- System Access - first come, first served; non-discretionary; based on resource availability
- System Renewal – derived from the results of:
 - ▣ Asset Condition Assessment (ACA);
 - ▣ Feeder Reliability Assessment;
 - ▣ Customer Satisfaction Surveys/Consultations;
 - ▣ Fleet Management Strategy; and
 - ▣ Service Territory Load Forecast
- System Service – same as System Renewal
- General Plant – derived from results of:
 - ▣ Fleet Management Strategy
 - ▣ Building Condition Assessment (recommended); otherwise “Historical” funding
 - ▣ Subject Matter Experts/“Historical” funding for Tools and Equipment

Pacing Investments

- The vast majority of capital investments related to optimizing asset lifecycle cost belong to the “System Renewal” category and represent annual programs required to sustain the asset base.
- Asset Condition Assessments incorporate a 10 year “Flagged-for-Action” strategy for each assessed asset category (Optimal).
- As it would not be feasible or practical to address all assets immediately, a *levelized* “Flagged-for-Action” Plan is a tool that spreads out (levelizes) the number of assets to be addressed over a greater period of time.

Asset Category		10 Year Flagged for Action Total				10 Year LEVELIZED Flagged for Action Total				Replace ment Strategy
		First Year		10 Year		First Year		10 Year		
		Quan tity	Percen tage	Quan tity	Percen tage	Quan tity	Percen tage	Quan tity	Percen tage	
Substation Transformers		14	30%	17	36%	14	30%	3	6%	proactive
Pad Mounted Transformers		4	0%	54	4%	5	0%	50	4%	reactive
Pole Mounted Transformers		174	5%	793	24%	74	2%	795	24%	reactive
Submersible Transformers		1	6%	15	94%	2	13%	12	75%	reactive
Vault Transformers		0	0%	0	0%	0	0%	0	0%	reactive
Overhead Line Switches		40	2%	211	11%	19	1%	227	12%	reactive
Pad Mounted Switchgear		0	0%	0	0%	0	0%	1	1%	reactive
Pad Mounted Junction Enclosures		0	0%	2	3%	0	0%	2	3%	reactive
GSU Wood Poles	44 kV	0	0%	15	1%	1	0%	39	3%	proactive
	Non-44 kV	240	2%	2600	24%	237	2%	2474	23%	proactive
GSU Concrete Poles	All (Non-44 kV)	0	0%	0	0%	0	0%	0	0%	proactive
	44 kV	0	0%	0	0%	0	0%	0	0%	proactive
Bell Wood Poles	Non-44 kV	51	2%	640	25%	58	2%	638	25%	proactive
Hydro One Wood Poles	44 kV	0	0%	0	0%	0	0%	6	2%	proactive
	Non-44 kV	0	0%	6	4%	1	1%	11	8%	proactive

10 Year "Flagged for Action" Plan



SCHEDULE "A"

**To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater
Sudbury**

THE CITY OF GREATER SUDBURY**SHAREHOLDER DECLARATION****FOR****GREATER SUDBURY UTILITIES INC.****1. Definitions and Purpose**

- 1.1. Definitions - In this Shareholder Declaration, defined terms have the meanings set out in Appendix "A" attached hereto.
- 1.2. Purpose - This Shareholder Declaration outlines the expectations of the Shareholder relating to the principles of governance and other fundamental principles and policies of the Corporation and in some cases, the Subsidiaries. Except as provided in Sections 6 and 9, this Shareholder Declaration is not intended to constitute a unanimous shareholder declaration under the OBCA or to formally restrict the exercise of the powers of the Board or the board of directors of any Subsidiary.

2. Permitted Business Activities

- 2.1. Subject to the restrictions in Section 9, the Corporation and the Subsidiaries may engage in the business activities which are permitted by any law applicable to the Corporation and the Subsidiaries from time to time, including the *Electricity Act*, and as the Board or board of directors of the Subsidiaries may authorize, including, without limitation, the business activities referred to in Subsection 2.2. In so doing, the Corporation and its Subsidiaries shall conform to all requirements of the Ontario Energy Board, the Independent Electricity System Operator and all other applicable regulatory or governmental authorities.
- 2.2. The Corporation or one or more Subsidiaries may engage in any of the following business activities and such other business activities as may be permitted by law and authorized by the Board or board of directors of any Subsidiary, as applicable, from time to time:
 - 2.2.1. Transmitting or distributing electricity;
 - 2.2.2. Owning and/or operating an electricity generation or energy storage facility;
 - 2.2.3. Retailing electricity;

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

- 2.2.4. Distributing or retailing gas or any other energy products which is carried through pipes or wires to the user;
- 2.2.5. Business activities that enhance or develop the ability of the corporation to carry any of the activities described in Subsections 2.2.1, 2.2.2, 2.2.3, and 2.2.4 above;
- 2.2.6. Business activities the principal purpose of which is to use more effectively the assets of the Corporation or any Subsidiary, as applicable, including providing meter installing, and reading services, and providing billing services and business activities in the utilities and telecommunications area;
- 2.2.7. Renting, selling or maintaining equipment and appliances, including without limitation, hot water heaters;
- 2.2.8. Managing or operating, on behalf of the Shareholder, the provision of a public utility or sewage services; and
- 2.2.9. Providing services related to improving energy efficiency.

3. Standards of Governance

- 3.1. As required by the OBCA, the Board and the boards of directors of any Non-regulated Subsidiary shall supervise the management of the business and affairs of the Corporation and any Non-regulated Subsidiary, respectively, and in so doing, shall act honestly and in good faith with a view to the best interests of the Corporation or the Non-regulated Subsidiary, respectively, and shall exercise the same degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- 3.2. In addition, the Shareholder expects the Board and the boards of directors of the Non-regulated Subsidiaries to observe substantially the same standards of corporate governance as may be established from time to time by any applicable regulatory or governmental authority in Canada for publicly traded corporations. The Board and boards of directors of the Non-regulated Subsidiaries are also expected to consider and adopt, as appropriate, recognized sources of governance best practices.
- 3.3. The Board will establish a Shareholder Declaration in respect of Greater Sudbury Hydro Inc., which shall set out the expectations of the Corporation, as the

Comment [KG1]: GSU's proposed wording here is connected to the proposal to have more independent board members than councillors on the Board, specifically 4.1.1.

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

shareholder of Greater Sudbury Hydro Inc., relating to the governance principles and policies of Greater Sudbury Hydro Inc.

4. Board of Directors

- 4.1. Number of Directors - The Corporation shall be governed by the Board which shall consist of a maximum of twelve Directors to be appointed by the Shareholder. The Shareholder shall, by special resolution, or by Shareholder Declaration, designate the number of members of the Board to hold office from time to time. Accordingly, the number of Directors for the Board shall be as follows:

- 4.1.1. The Board of the Corporation shall be comprised of five individuals which shall include three City Directors and two Independent Directors, all appointment by Council.

The City Directors may include the Mayor or members of Council. The Independent Directors may not be members of Council, City employees or Corporation employees. The directors of GSUI shall also serve as directors on the Boards of the Non-regulated Subsidiary corporations: Greater Sudbury Hydro Plus Inc., Greater Sudbury Telecommunications Inc., Convergence Inc., and 1627596 Ontario Inc.

- 4.1.2. The Shareholder may remove a Director for cause and appoint a new Director in their place.

- 4.1.3. If a Director misses three regularly scheduled meetings of the Board in a twelve month period without prior approval, they shall be deemed to have resigned and their position deemed vacant.

- 4.1.4. All Directors shall remain on the Board(s) until their successors are appointed. This provision shall include the Mayor and municipal councillors, even if their terms on City Council have terminated.

- 4.2. Qualification of Directors - In addition to sound judgment and personal integrity, the qualifications of candidates for the Board will be identified by the Corporation from time to time using a Board Skills Matrix with a gap analysis, including experience and skills such as:

- 4.2.1. Awareness of public policy issues related to the Corporation or a Subsidiary, as applicable;

Comment [KG2]: GSU proposes the Board comprise 7 not 5 members – 4 independent directors and 3 councillors.

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

- 4.2.2. Business expertise (including retail experience);
 - 4.2.3. Experience on boards of commercial corporations;
 - 4.2.4. Financial, legal, engineering, IT, accounting and/or marketing experience;
 - 4.2.5. Regulated industry knowledge including, but not limited to, knowledge of municipal electric utilities; and
 - 4.2.6. Knowledge and experience with risk management strategy.
- 4.3. Residency - Preference may be given to qualified candidates for the Board who are residents of the City of Greater Sudbury or of the Municipality of West Nipissing, however, non-residents shall not be excluded from serving as Board members.
- 4.4. Chair and Vice-Chair Position - The Board may elect its own Chair and Vice-Chair
- 4.5. Board Committees - The Board may establish committees of the Board at its discretion The Shareholder anticipates that the Board may establish the following committees:
- 4.5.1. Audit and Finance Committee to oversee financial reporting and associated policies and practices;
 - 4.5.2. Human Resources, Governance and Nominating Committee to oversee senior management compensation, evaluation and succession, corporate governance policies and practices, and to identify, evaluate and recommend potential Independent Director Board candidates to the Shareholder.
- 4.6. Independent Director Nominations - The Shareholder shall consider candidates for the Board nominated by the Human Resources, Governance and Nominating Committee. It is expected that the committee will develop a process that takes into account the qualifications identified in the Board Skills Matrix (4.2) to identify, evaluate and recommend the most qualified candidates to the Shareholder.
- 4.7. Appointment of Directors - In selecting the directors to be appointed to the Board, the Shareholder shall take into account the qualifications identified in the Board Skills Matrix (4.2) and the candidates nominated by the Human Resources, Governance and Nominating Committee.

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

- 4.8. Meetings of the Board - If requested by the Shareholder, the Board shall invite certain employees of the City, identified by the Shareholder, to attend meetings of the Board and meetings of the boards of the Non-regulated Subsidiaries. Such City employees shall not be entitled to vote on any matter. A majority of the number of directors required by this Shareholder Declaration constitutes a quorum at any meeting of the Board or meeting of the boards of the Non-regulated Subsidiaries.

5. Financial Policies, Risk Management and Strategic Plan

- 5.1. Policies - The Shareholder expects that the Board will develop and maintain policies consistent with best practices in corporate governance, including:
- 5.1.1. Capital Structure - a prudent financial and capitalization structure for the Corporation and its Subsidiaries consistent with industry norms and sound financial principles, established on the basis that the Corporation and its Subsidiaries are intended to be self-financing entities;
 - 5.1.2. Dividends - a policy relating to enhancing Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure and maintaining just and reasonable rates, while providing for dividends to be paid to the Shareholder from the Corporation, as set out in Policy No. F-13, as may be amended from time to time;
 - 5.1.3. Risk Management - oversee the management of all risks related to the business conducted by the Corporation and its Subsidiaries, through the adoption of appropriate risk management strategies and internal controls consistent with industry norms;
 - 5.1.4. Strategic Plan - a long range strategic plan for the Corporation and its Subsidiaries which is consistent with the maintenance of a viable, competitive business and preserves the value of the business for the Shareholder;
 - 5.1.5. Directors' Compensation - to set remuneration levels of board members of the Corporation and its Non-regulated Subsidiaries, using independently researched comparator benchmarks; and
 - 5.1.6. Environmental Policy - a long range environmental policy which provides that the Corporation and its Subsidiaries operate in a safe and environmentally responsible manner.

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

5.1.7. Borrowing Policy – in the event that the Corporation or its Subsidiaries require fixed term borrowing in excess of \$100,000 at a time, the Corporation shall obtain quotes from various external lenders. Prior to accepting a quote, the Corporation shall provide a copy of the quote to the Shareholder's CAO and give the Shareholder an option to lend the funds to the Corporation on the same terms and conditions as the external lender's quote. In the event that the Shareholder wishes to exercise its option, it shall inform the CEO of the Corporation in writing within 10 business days, failing which the Corporation shall be free to borrow from the external lender.

6. Decisions of the Shareholder and Shareholder Representatives

- 6.1. The Shareholder hereby designates the Mayor and the City Clerk as the legal representatives of the Shareholder (the "Shareholder Representative") for purposes of communicating to the Board pursuant to Subsection 6.2 any consent or approval required by this Shareholder Declaration or by the OBCA otherwise.
- 6.2. Approvals or decisions of the Shareholder required pursuant to this Shareholder Declaration or the OBCA shall require a resolution or by-law of Council and shall be communicated in writing to the Board and signed by the Shareholder Representative.

7. Meetings and Annual Resolution

- 7.1. The Shareholder shall receive notification of all meetings of the Board of Directors of the Corporation and any Subsidiary and a copy of the agenda for the meeting.
- 7.2. Within six months after the end of each fiscal year of the Corporation
- 7.2.1. Annual Report to Meeting of Council - the Board shall report to a meeting of Council and the President and CEO of the Corporation shall attend such meeting and provide such information concerning the Corporation and its Subsidiaries as is appropriate.
- 7.2.2. Annual Resolutions:
- 7.2.2.1. The Shareholder shall consider candidates for the Board as proposed by the Nominating Committee and the appointment of the auditors of

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

the Corporation and receive the audited financial statements of the Corporation for the last completed fiscal year; and

- 7.2.2.2. The Shareholder shall appoint the necessary members of the Board and appoint the auditors for the Corporation and complete such other business as would normally be completed at an annual meeting of shareholder under the OBCA.

8. Reporting on Major Developments

- 8.1. The Board shall from time to time report to Council on major business developments or materially significant or adverse results as the Board, in its discretion, considers appropriate and such report may be received and considered by the Shareholder at an open or in camera meeting of Council.
- 8.2. The Board shall provide to the Shareholder any and all records of the Corporation or the Subsidiaries within a reasonable period of time of the Shareholder's written request for same.

9. Matters Requiring Shareholder Approval

- 9.1. Without Shareholder approval given in accordance with Section 6, the Corporation or any Subsidiary, respectively, shall not:

Statutory Approval Right

- 9.1.1. Change the name of the Corporation or a Subsidiary; add, change or remove any restriction on the business of the Corporation or a Subsidiary; create new classes of shares; or in any other matter amend its articles of incorporation or make, amend or repeal any by-law;
- 9.1.2. Amalgamate with any other corporation(s), other than amalgamations that may under the OBCA, be approved by a resolution of directors;
- 9.1.3. Take or institute proceedings for any winding up, arrangement, or dissolution of the Corporation or a Subsidiary;
- 9.1.4. Apply to continue as a corporation under the laws of another jurisdiction;

Additional Approval Rights

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

- 9.1.5. Issue, or enter into any agreement to issue, any shares of any class, or any securities convertible into any shares of any class, of the Corporation or a Subsidiary;
- 9.1.6. Redeem or purchase any outstanding shares of the Corporation or a Subsidiary;
- 9.1.7. Take on or assume any financial obligation which would materially increase the debt/equity ratio of the Corporation and its Subsidiaries on a consolidated basis above the ratio of 60/40;
- 9.1.8. Sell assets of the Corporation or a Subsidiary or purchase assets with an aggregate value in excess of 15% of the Consolidated Book Value of all assets of the Corporation and its Subsidiaries;
- 9.1.9. Materially alter the nature of or geographic extent of the business of the Corporation or any of its Subsidiaries in a manner which would have a financial impact equal to or greater than 15% of the consolidated Book Value of all assets of the Corporation and its Subsidiaries;
- 9.1.10. Enter into a joint venture, partnership, strategic alliance or other venture, including ventures in respect of the generation or co-generation of electricity which would require an investment, or which would have a financial impact, equal to or greater than 15% of the consolidated Book Value of all assets of the Corporation and its Subsidiaries.

10. Revisions to this Declaration

- 10.1. The Shareholder shall review this Shareholder Declaration at least every five (5) years.
- 10.2. The Shareholder acknowledges that this Shareholder Declaration may be revised from time to time as circumstances may require and that the Shareholder will consult with the Board prior to completing any revision and will promptly provide the Board with copies of such revision.

11. This declaration replaces all earlier versions of the Declaration for the Corporation.

DATED at Sudbury, Ontario the [Insert Date] day of [Insert Date]

CITY OF GREATER SUDBURY

SCHEDULE "A"

**To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater
Sudbury**

BY: _____
Brian Bigger, Mayor

BY: _____
Eric Labelle, Clerk

SCHEDULE "A"

To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater Sudbury

APPENDIX "A"

DEFINITIONS AND INTERPRETATIONS

In this Shareholder Declaration the following defined terms have the meaning set out below:

"Act" means the Electricity Act, 1998 (Ontario);

"Board" means the board of directors of the Corporation;

"Chair" means the chair of the Board;

"City" means the City of Greater Sudbury;

"City Clerk" means the Clerk of the City of Greater Sudbury;

"Consolidated Book Value" of all assets of the Corporation and its Subsidiaries shall be the values reported in the audited consolidated financial statements of the corporation and its subsidiaries at the end of its most recently completed fiscal year;

"Corporation" means Greater Sudbury Utilities Inc. incorporated pursuant to Section 142 of the Act;

"Council" means the City Council of the City of Greater Sudbury;

"Debt" includes all debt obligations owed to third party creditors, but excludes all debt obligations owed to the Shareholder;

"Independent Directors" shall have the meaning set out in Section 4 of this Shareholder Declaration;

"Mayor" means the Mayor of the City of Greater Sudbury;

"Non-regulated Subsidiaries" means any subsidiary of the Corporation, except Greater Sudbury Hydro Inc.;

"OBCA" means the Business Corporations Act (Ontario);

"President and CEO" means the president and chief executive officer of the Corporation;

"Shareholder" means the City of Greater Sudbury;

"Shareholder Declaration" means this shareholder declaration;

"Shareholder Representative" shall have the meaning set out in Subsection 6.1;

"Subsidiaries" means the subsidiary corporations (as defined in the OBCA) of the Corporation; and

"Vice-Chair" means the vice-chair of the Board.

SCHEDULE "A"

**To By-law [INSERT NEW BYLAW NUMBER] of the City of Greater
Sudbury**



POLICY/PROCEDURES MANUAL

Section:	FINANCE	Approval Date:	2019-09-06
Title:	DIVIDEND POLICY	Supersedes:	2019-05-27
MOTION NO.:	2019-GSUI-IC-08-01	Review Date:	Per Board Work Plan
Policy No.:	F-13	Page No.:	1

PREAMBLE

The Dividend Policy of Greater Sudbury Utilities Inc. (the "Corporation") and its subsidiaries is predicated on the mandate of the Board of Directors (the "Board") to act in and protect the best interests of the Corporation. This mandate, which is a duty derived from statute law, necessarily involves balancing the legitimate interests of the Shareholder (the City of Greater Sudbury), customers, creditors, suppliers, employees, the public, community and environment.

POLICY

1. The Corporation's intention is to increase value returned to the City as Shareholder in all forms, including Dividends. GSU seeks to enhance Shareholder value by generating a reasonable return consistent with a prudent financial and capitalization structure while maintaining just and reasonable rates to customers. Shareholder value is built both through retaining returns in the Corporation and by distributing returns to the Shareholder including by way of Dividends.
2. On an annual basis, in April each year, the Board of the Corporation may approve a Regular Dividend to be paid to the Shareholder, based on a target range of 25% to 50% of the free cash flow for the year, after net movements in regulatory balance. Any final dividend declaration is at the Board's discretion, taking into account legitimate corporation needs including capital requirements and sustainable electricity supply.
3. The Board will disclose to the Shareholder both the calculation and rationale underpinning any Dividends declared and paid to the Shareholder, and in the event that an annual Regular Dividend is not declared, the Board would report this to the Shareholder at or before the AGM and provide a full report on rationale and projections.
4. The Board may declare and pay a Special Dividend to the Shareholder at any time acting in its discretion, for example when the Corporation is vested with significant surplus funds without reasonable investment opportunities; if the Corporation's debt to equity ratio falls below 60/40 (1.5 times), this would typically trigger a Special Dividend.
5. The Dividend Policy is to be reviewed every four years, beginning in July 2022, reviewed by the Board, and prior to any substantive modification of the Dividend Policy, the Board will meet with the Shareholder to discuss.